

2022

ANNUAL REPORT

ClubsNSW

OUR PURPOSE

PUTTING THE INTERESTS OF CLUBS
AND THEIR COMMUNITIES FIRST.

THE WAY WE WORK ...

- We treat people fairly and with respect
- We embrace diversity and inclusion
- We encourage our people to be creative and take initiative
- We take responsibility for our work
- We act with integrity in all situations.

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CHAIRMAN'S REVIEW

Dr George Peponis OAM

At the beginning of the 2021-22 financial year, advancing the rollout of the COVID vaccine was a national priority — and with a significant geographical reach, infrastructure footprint and strong connections to local communities, NSW clubs were uniquely positioned to help.

From offering up their venues as immunisation hubs to encouraging their employees and members to get the jab, clubs worked tirelessly to ensure our state hit the 70 per cent double vaccination target as quickly as possible, triggering the end of the extensive lockdown period.

Even while shut down, clubs continued to do what they do best: support their communities. They provided meals for those in need, conducted welfare checks on the vulnerable members and staff, hosted a variety of online entertainment and networking events, and contributed more than \$85 million to local charities, grassroots sport and other worthy not-for-profit groups via ClubGRANTS.

...

Following on from our 100-year anniversary last reporting year, this financial year saw ClubsNSW celebrate another significant milestone — 30 years of Keno. Keno was first made available in NSW on 9 September 1991 and has made over 160 millionaires. To celebrate, a major promotion gave lucky Keno players across the state the chance to win one of five Volkswagen T-Cross cars.

The joint licence of Keno between Tabcorp and ClubsNSW has delivered significant funding for the NSW club industry, with over \$1 billion in commissions paid, while also supporting our association to provide services for our members, fostering a stronger industry.

...

Your Local Club Freedom Day on 10 November, where clubs served patrons a free schooner of the aptly named Together Ale — courtesy of Lion and Batch Brewing Co. — signalled the return of 'normal' trade and the beginning of a busy Christmas period for clubs, despite the summer spike in COVID cases.

Late February 2022 saw density limits and compulsory QR code check-ins scrapped, with singing, dancing and live entertainment making a comeback. But by March, large parts of NSW were devastated by floods.

Once again, clubs sprung into action to help those affected by the natural disaster, with at least 16 opening their doors to provide food and shelter for evacuees. Our industry donated more than \$1.5 million to a range of

flood relief initiatives, including to Disaster Relief Australia and to those clubs directly impacted via the Clubs Helping Clubs program. At the Clubs & Community Awards Night, a moving video and on-stage interviews with representatives from Coraki Memorial Bowling Club and Broadwater Bowling Club — two of the flood-affected venues in the Northern Rivers region — painted a picture of the struggles and resilience of those communities.

After so many interruptions, C&C was one of several successful industry events that were finally able to take place in the latter half of this financial year, including the very first ClubsNSW Managers Congress and the Your Local Club Perfect Plate Awards campaign.

Celebrity chefs Colin Fassnidge and Manu Feildel were fabulous ambassadors for the second iteration of Perfect Plate, and it was encouraging to see more than 160 club eateries from across the state participate, despite the ongoing staffing shortage plaguing hospitality businesses. Over 48,000 competition dishes were sold, generating more than \$1.3 million in revenue — an incredible result.

On the advertising front, the 'Your Local Club — Made Possible' campaign, which focused on club contributions in the areas of employment, junior sport, charities and volunteering, worked to improve the public's perceptions of the industry — something ClubsNSW will continue to do in the 2022–23 financial year.

Even while shut down, clubs continued to do what they do best: support their communities.



12.08
ClubsNSW Reopening Plan endorsed by infectious diseases expert.

14.08
Seven-day lockdown of NSW.

17.08
New laws permit electronic AGMs and notices following ClubsNSW advocacy.

19.08
Regional lockdown extended by seven days.

20.08
Greater Sydney lockdown extended until end of September. Central Coast and Shellharbour reclassified as regional NSW.

02.09
COVID-19 financial support extended.

06.09
Deadline to submit ClubsGRANTS annual returns extended.

08.09
ASIC extends AGM deadlines for clubs following ClubsNSW advocacy.

01.10
Gladys Berejiklian resigns as NSW Premier. Dominic Perrottet becomes Premier.

07.10
Regional workers can return to work after having one vaccination following strong advocacy from ClubsNSW.

01.12
Australia's borders reopened to overseas workers.

15.12
Restrictions ease for unvaccinated staff and patrons.

17.12
NSW Crime Commission announces inquiry into potential money laundering in pubs and clubs.

07.07
Greater Sydney lockdown extended for one week until 16 July.

12.07
Service NSW check-in mandatory.

13.07
NSW Government announces JobSaver and Q4 gaming tax deferral. ClubsNSW proposes using clubs as vaccination hubs to Treasurer Frydenberg.

14.07
Lockdown extended to 30 July. Clubs Australia Industrial WR&HR Conference cancelled.

18.07
COVID-19 Disaster Payments available to regional workers.

28.07
Greater Sydney lockdown extended by four weeks. JobSaver extended to large clubs and COVID-19 Disaster Payments increased from \$600 to \$750.

23.08
ClubsNSW Conference & Managers Congress postponed.

26.08
Regional NSW lockdown extended by two weeks.

28.08
New rules for workers residing in LGAs of concern.

11.09
Some regional areas reopen from lockdown.

13.09
Outdoor gatherings of five people permitted.

14.09
Test and Isolate payment extended to all of NSW.

15.09
Perfect Plate Awards Virtual Ceremony.

08.10
Keno Additional Commission distributed to member clubs.

11.10
NSW clubs reopen for vaccinated workers and patrons.

14.10
Outdoor dining rules relaxed for clubs following ClubsNSW advocacy.

01.11
20-person booking cap abolished. Travel restrictions between Sydney and regional NSW lifted.

08.11
Capacity restrictions ease for fully vaccinated patrons.

16.11
Amendments to the *Registered Clubs Act* pass Parliament.

21.11
Virtual ClubsNSW Annual General Meeting.

20.12
Kevin Anderson replaces Victor Dominello as Minister responsible for liquor and gaming.

23.12
Masks reintroduced in all indoor settings following Omicron surge.

23.12
Density limits return for hospitality venues.

2021-22 INDUSTRY TIMELINE

08.01

Singing and dancing prohibited.

18.01

Previously postponed ClubsNSW Conference & Managers Congress cancelled due to Omicron surge.

J

19.01

Work rules relaxed for working holiday and international student visas.

25.01

Restrictions extended for another month. Clubs Australia partners with National COVID Vaccine Taskforce to use clubs as booster hubs.

11.02

NSW Government extends outdoor dining relief.

F

18.02

Density and check-in requirements ease.

25.02

Indoor mask mandate abolished.

29.02

ClubsNSW organises Flood Emergency Fundraiser.

01.03

ClubsNSW contributes \$50,000 to Flood Emergency Fundraiser.

M

15.03

Registrations open for clubs and their eateries for the 2022 Perfect Plate Awards.

17.03

NSW Government announces flood relief support.

29.03

New laws permanently enable electronic meetings and notices for clubs.

01.04

Liquor & Gaming NSW transferred to Department of Investment Enterprise and Trade.

A

06.04

Director Identification Numbers become compulsory for new directors.

17.04

NSW Government abandons Victor Dominello's mandatory cashless gaming card proposal.

20.04

Household COVID-19 contacts no longer required to self-isolate.

03.05

RBA raises the cash rate for the first time in 11 years.

06.05

2022 Perfect Plate Awards public voting opens.

M

21.05

Anthony Albanese elected as new Australian Prime Minister. Labor election night party held at Canterbury-Hurlstone Park RSL.

26.05

Clubs & Community Awards Dinner held at ICC Sydney.

14.06

ClubsNSW Managers Congress held at Revesby Workers.

15.06

Fair Work Commission announces 5.2% increase to minimum wage. Increases are staggered with the new Club Award rates effective 1 October.

J

22.06

NSW budget commits to address hospitality staff shortages.

27.06

NSW Government rejects The Star's proposal for 1000 extra gaming machines.



FROM THE CEO

Josh Landis

The cover image on this year's Annual Report graphically shows how Mother Nature continued to challenge clubs across the state through 2021–22. For some clubs, these were the third or fourth major floods in as many years and I can only marvel at the human resilience and the magnanimity of our clubs and their legion of supporters who help communities to recover time and again.

But the story of this year is overwhelmingly more positive than negative. We are finally living with COVID. The industry is rebounding well, with pleasingly strong financial performances. Many clubs are sensibly investing, amalgamating and diversifying. The biggest challenge is widespread unavailability of staff. That is an economy-wide problem, with unemployment around three per cent and the highest workforce participation rate since records began. Labour is scarce and inflation is causing huge upward pressure on wages.

While trade is generally strong, the environment facing the industry has darkened. The two dominant casino players, Star and Crown, fronted a series

of Royal Commissions which found gross misconduct. This culminated in mass board and executive terminations, huge financial penalties and new regulatory restrictions including mandatory pre-commitment, daily cash limits and independent oversight. While clubs are different from casinos, and are being regulated differently, the risk of contagion is a concern.

At the time of writing, we await the final report of the NSW Crime Commission Inquiry into money laundering on poker machines. I am confident it will make recommendations to help clubs better manage any risk.

The ClubsNSW draft *Gaming Code of Practice* is the biggest reform of responsible gaming in a generation. I am delighted this concept for self-regulation has won unanimous support among club leaders, demonstrating once again that clubs are the most ethical gaming operators. We are taking our time to consult on the details and will work hard to ensure the Code can be affordably and practically complied with.

This year we re-branded CDI as CEI: the Club Education Institute. This

reflects our efforts to educate and train all leaders in clubs, not just directors. We also re-branded the Member Enquiries Centre as ClubASSIST, recognising we are here to help and not just to answer your questions.

We enjoyed unprecedented attendance of politicians and media at the Clubs & Community Awards, celebrated our industry at the AHG Expo and AGE, and helped clubs with a myriad of problems.

I thank my ClubsNSW team for their efforts and particularly acknowledge my executive management staff for their leadership and support.

Looking ahead to next year, we will roll out a new ClubLIFE Online 'magazine', our ClubGRANTS Online system will ensure recognition for clubs' generosity, our improved MVSE system will strengthen exclusion and we will strive for the widespread adoption of ClubPASS and ClubsHR.

Our advocacy of digital wallet technology on gaming machines has finally paid off, with several trials taking place. We expect a Club Modernisation bill to shortly be passed by the NSW

Parliament, helping to modernise club governance and reform red tape. As always, ClubsNSW will seek appropriate election commitments from each political party with an election scheduled in March 2023.

I pay due respect to our new Minister, Kevin Anderson, and new CEO of Hospitality & Racing, Anthony Keon, for their collaborative and genuinely constructive approach.

My thanks also goes to the Board of ClubsNSW, ably led by Chairman Dr George Peponis OAM, for their trust in me. Most importantly, I thank our members. We exist to serve and protect clubs; our efforts are for them.

CLUBSNSW EXECUTIVE MANAGEMENT TEAM

Anthony Trimarchi
Policy & Government



Brandon Punter
Corporate Services



Joanne Ede
Workplace Relations



Darren Flynn
Media & Marketing



David McGrath
Digital Services





MEMBER CLUBS

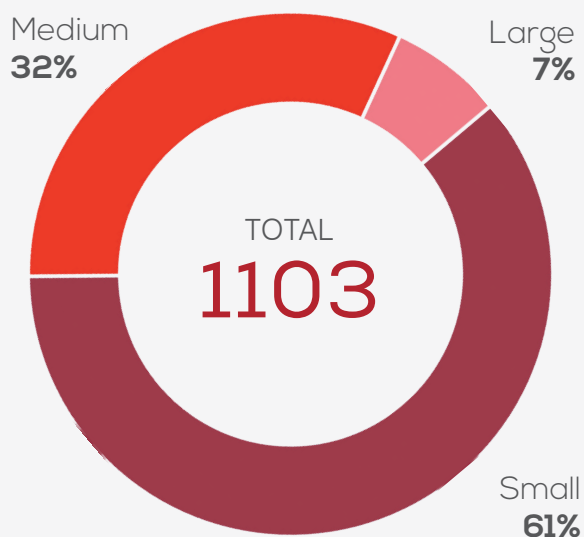
SYDNEY METRO

33%

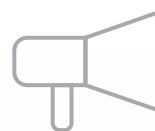
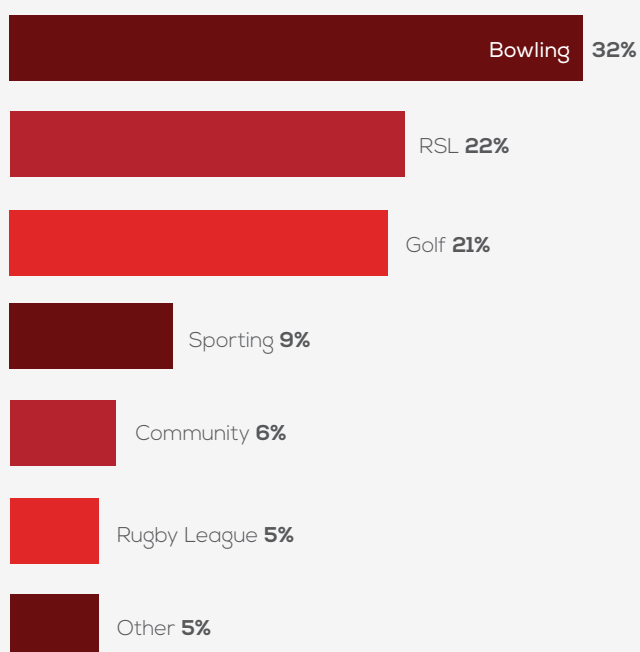
REGIONAL

67%

MEMBERSHIP BY CLUB SIZE



MEMBERSHIP BY CLUB TYPE



EMERGENCY RESPONSE



EMERGENCY ENQUIRIES

2323



DONATIONS RAISED
FOR DRA, CLUBS HELPING CLUBS
& OTHER INITIATIVES

\$1.55m



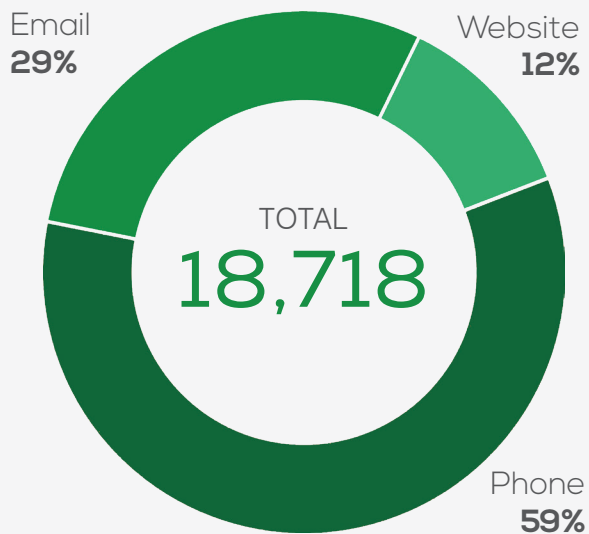
CLUBS AS EVACUATION CENTRES

16

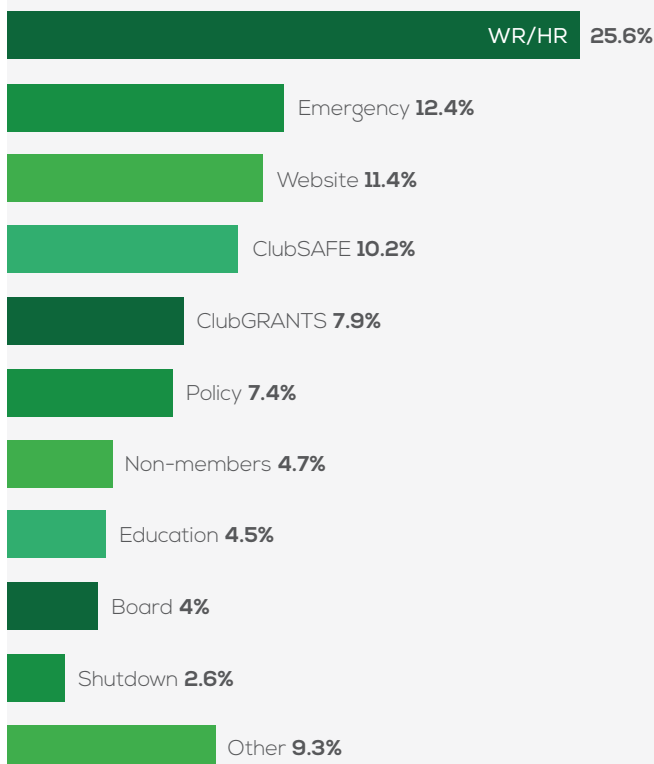


CLUBASSIST

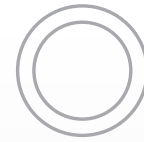
MEMBER ENQUIRIES



ENQUIRY CATEGORIES



*Source: ClubsNSW Data



PERFECT PLATE



ESTIMATED DISHES SOLD

48,241



ESTIMATED REVENUE

\$1.34m



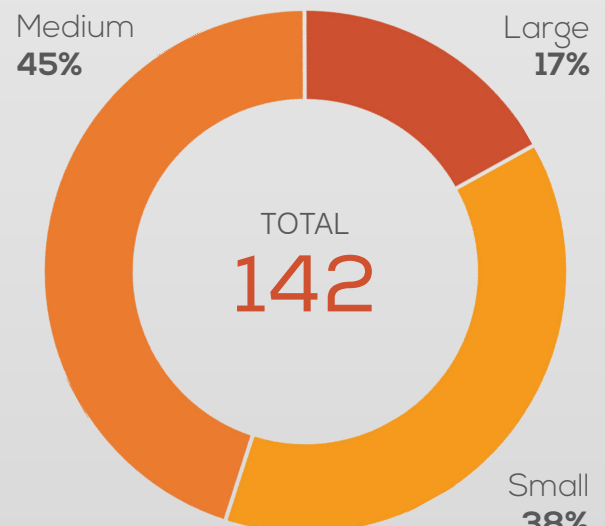
PARTICIPATING CLUBS

142

PARTICIPATING EATERIES

165

PARTICIPATING CLUBS BY SIZE



BOARD OF DIRECTORS

Dr George Peponis OAM

Chairman

Dr George Peponis OAM was elected as Chair of the ClubsNSW Board in June 2019 following the retirement of Peter Newell OAM from the position.

He was first elected as a Director at the 2017 AGM and was appointed as Deputy Chair in July 2018.

Dr Peponis was Chairman of the NSW Rugby League from 2012–2022 and Chairman of NSW Leagues Club from 2015–2022. He served on the Canterbury League Club Board from 2003, holding the position of Chairman from 2010–18. He was the Bulldogs Football Club Chairman from 2002–09 and is a Life Member of both clubs. Dr Peponis enjoyed an 11-year playing career with the Bulldogs, captaining the side on 71 occasions across five seasons. A hooker, he represented NSW seven times between 1976–80 and played eight Test Internationals, five of them as captain, between 1978–80. He led the 1979 Kangaroos in their three-nil Ashes series whitewash of Great Britain, before leading the Bulldogs to their first premiership in 38 years in 1980. He served as Chairman of the Rugby League World Cup in 2017.

Dr Peponis graduated from the University of NSW with a Bachelor of Medicine and Bachelor of Surgery in 1976 and has treated patients as a general medical practitioner in the Five Dock area for most of the time since and continues to do so. He received an OAM in the 2013 Australia Day Honours List for services to rugby league and the community. He joined the Board of Hospitality Employers Mutual in May 2020.



Sallianne Faulkner

Deputy Chair

Sallianne Faulkner was elected Deputy Chair of ClubsNSW in June 2019, after being voted onto the Board at the AGM in October 2018.

She has held the position of President of the Ramsgate RSL Memorial Club since 2014 after joining the Board in 2012 and has been instrumental in driving its process of governance and organisational cultural reform.

She has served as Secretary of the ClubsNSW Southern Metropolitan Region since 2015.

In March 2021, Sallianne was elected as a director on the board of Netball NSW where she chairs the Governance Committee.

Sallianne is a graduate of the Australian Institute of Company Directors and the Women & Leadership Advanced Leadership program. She is also a member of Women on Boards. She has completed Foundations of Chairmanship training and Advanced Governance courses adding to her skillset in marketing and communications in consumer goods, finance and the not-for-profit sector.

She has experience in industry associations and was formerly a part of the membership committee of the Master Plumbers Association of NSW and is a member of the Executive Committee of Hazelnut Growers Australia, chairing the R & D Committee. Sallianne is a small business owner, primary producer and has an extensive background in voluntary, charitable and sporting administration roles in her community.



Dr Christina Curry

When she was appointed in 2016, Dr Christina Curry became the first female to serve on the Board of ClubsNSW.

She is a Director of The Randwick Club, Randwick Bowling Club and Coogee Beach Club in Sydney's Eastern Suburbs and is a member of the Club Education Institute. She is widely engaged in the community as Chair of Bayside Women's Shelter, patron of a women and children's centre and serves as a local government councillor.

In addition, Christina has over 20 years' experience in the education sector and is currently employed in a senior academic leadership role with Western Sydney University. Prior to this role, Christina served as a lecturer at the University of Sydney and was a secondary school teacher.

Christina has undertaken the Australian Institute of Company Directors (AICD) course and numerous club-related studies ranging from risk management and procurement, to strategic planning and market profiling. Christina holds a PhD, a Master of Education degree and a Bachelor of Physical Education and serves as Mayor of Bayside Council.



Ron Coskerie

Ron Coskerie was appointed by the ClubsNSW Board in June 2019, following the departure of long-term Chairman Peter Newell OAM.

Ron has a long-standing involvement with registered clubs through rugby league.

He is currently the Deputy President of St Marys Rugby League Club and has been on the Board since 2007.

Ron has 30 years' experience in the financial services sector, working with major financial institutions, with specialisation in corporate banking, business and retail banking along with core skills across financial, operational and corporate governance risk.

Ron is the Regional General Manager of Consumer and Business Bank for Greater Western Sydney with a major financial institution and is actively engaged across the broader community.

Ron holds a Masters in Accounting and Finance and is a Graduate of the Australian Institute of Company Directors (GAICD).

He has completed the General Manager's Program at UNSW's Australian Graduate School of Management and holds 'Fellow' status with the Institute of Public Accountants and FINSIA.



Paul Barnett

Originally elected to the ClubsNSW Board in 2010, to serve the remaining 12-month term of the late Charlie Gibson, and subsequently re-elected in 2011, 2014, 2017 and again in 2020, Paul Barnett brings with him more than 30 years' industry experience backed by post-graduate qualifications from the University of Newcastle (MME).

Paul is the Chief Executive Officer of the Mingara Leisure Group, which includes a number of successful clubs: Mingara Recreation Club on the Central Coast, The Westport Club in Port Macquarie, Lantern Club in Roselands, Springwood Sports Club in the Blue Mountains and most recently The Greens The Entrance on the Central Coast. Having held various roles within the club industry, including at Castle Hill RSL Club and Parramatta Leagues Club, Paul brings extensive operational experience to the role and in 2014 became a Graduate of the Australian Institute of Company Directors (GAICD).

Prior to his appointment to the ClubsNSW Board, Paul served as the State Councillor for the Central Coast Region for five years and in 2014 was appointed to the Board of ClubBIZ, subsequently being appointed Chair in 2018. Also in the same year, Paul was appointed to the Nominations and Remunerations Committee of ClubsNSW. In 2019, Paul was appointed to the Board of the Australian Turf Club and was the Chair of the Finance and Audit Committee and a member of the Property and Racing Infrastructure Subcommittee. Paul did not seek re-appointment to the ATC Board and subsequently resigned in 2022.



Rob Smith

Rob Smith was appointed to the ClubsNSW Board in June 2021 and elected in October 2021.

Rob is the Chief Executive Officer of Twin Towns Services Clubs & Resorts and has more than 40 years' experience in the ACT and NSW club industries.

Representing ClubsNSW for many years on the Gaming Advisory Committee and as the appointee to the Tourism Industry Council, Rob holds a Bachelor of Business with a Major in Tourism.

Serving in various tourism, educational and club-related roles throughout his career, Rob has a wide range of experience across the broader sector with a specialised focus on strategic partnerships and the evolution of gaming products and operations.

He also brings with him extensive operational knowledge in executing a range of core and diversified developments including club redevelopments, residential and accommodation projects, sporting and childcare facilities, and more.



CLUBKENO HOLDINGS BOARD OF DIRECTORS



Dr George Peponis OAM
Chairman



Paul Barnett



Andrew Bell



Ron Coskerie



Dr Christina Curry



Sallianne Faulkner



Anne Munro



Mark Brandon-Baker

LIFE MEMBERS

The Commercial Travellers Club
Mr Robert (Bob) J Ferris

Mr Len Ainsworth AM
Mr David Doyle OAM

Mr Jon Chin
Mr Rod Desborough

DECEASED

Mr Jack Ball AM
Mr Robert 'Bob' M Cook
Mr Peter Bracher
Mr Roger Cowan OAM
Mr Charles Eason OAM

Mr Bernard Harley OAM
Mr Peter Newell OAM
Mr Brian O'Donnell
Mr Ron Pearson MBE
Mr Pat Rogan OAM

Mr Jack Stewart
Mr W 'Wally' Ward
Mr John C Whittle OAM
Mr John 'Mo' Wilson

THE ANNUAL REPORT CONTAINS RELIABLE FINANCIAL INFORMATION PERTAINING TO THE ASSOCIATION'S FINANCIAL POSITION, FINANCIAL PERFORMANCE OF OPERATIONS, AND CASH FLOWS.

The Board of Directors present the Annual Report, together with the Annual Financial Reports of The Registered Clubs Association of New South Wales and of the Consolidated Entity, being the Association and its controlled entities for the year ended 30 June 2022.

The Board of Directors of the Consolidated Entity is responsible for the preparation and presentation of the Annual Financial Reports in accordance with *Australian Accounting Standards* and under section 510 of the *Industrial Relations Act 1991*. This responsibility includes establishing and maintaining internal control relevant to the preparation and presentation of the Annual Financial Reports that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and, making accounting estimates that are reasonable in the circumstances.

In addition, an independent auditor is appointed to carry out an audit and

express an opinion on the Annual Financial Reports based on its audit. As the appointed independent auditor, KPMG conducted its audit in accordance with *Australian Auditing Standards*.

These auditing standards require they comply with relevant ethical obligations relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the Annual Financial Reports are free from material misstatement.

The assessment of the risks of material misstatement of the Financial Report, whether due to fraud or error considers internal control relevant to the entity in order to design audit procedures that are appropriate in the circumstances.

The audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Directors.

It is the auditor's opinion that satisfactory accounting records were kept by the Association and its controlled entities during the year, including records of the sources and nature of income, and records of the nature and purpose of expenditure.

FINANCIAL REPORTS

DIRECTORS' REPORT

The Directors present their report, together with the Financial Report of The Registered Clubs Association of New South Wales ('the Association') and of the Consolidated Entity, being the Association and its controlled entities, for the year ended 30 June 2022 and the auditor's report thereon.

BOARD OF DIRECTORS

The Directors of the Association at any time during or since the financial year are:

DR GEORGE PEONIS OAM

Director since 27 March 2017

PAUL BARNETT

Director since 12 October 2010

RONALD COSKERIE

Director since 25 June 2019

DR CHRISTINA CURRY

Director since 1 July 2016

SALLIANNE FAULKNER

Director since 1 May 2018

ROBERT SMITH

Director since 3 June 2021

The Board of Directors is the principal policy body for the Association, with State Council acting in an advisory capacity only.

DIRECTORS' MEETINGS

During the financial year 11 meetings of Directors were held.

Attendances were:	Number attended	Number eligible to attend
Dr George Peponis OAM	11	11
Paul Barnett	11	11
Ronald Coskerie	11	11
Dr Christina Curry	10	11
Sallianne Faulkner	11	11
Robert Smith	11	11

PRINCIPAL ACTIVITIES

The principal activities and results of operations of the Association and the Consolidated Entity during the financial year were as outlined in the Reports of the Chairman, the Chief Executive Officer, and the financial overview immediately preceding this report.

There were no significant changes in the nature of the activities of the Association or the Consolidated Entity during the year.

The Board of Directors report in accordance with the *Industrial Relations Act 1996* ('the Act'), in respect of the financial year ended 30 June 2022 that, in the opinion of the Board of Directors of The Registered Clubs Association of New South Wales:

- (i) during the financial year to which the Financial Report relates, meetings of the Board of Directors were, in the opinion of the Board, held in accordance with the Rules of the Association;
- (ii) to the knowledge of any member of the Board of Directors there have not been, during the financial year to which the Financial Report relates, instances where records of the Association or other documents, or copies of those records or other documents, or copies of the Rules of the Association have not been furnished, or made available to members of the Association in accordance with the Act, the Industrial Relations Regulation 1992 ('the Regulations'), or the Rules of the Association as the case may be; and,
- (iii) in relation to the report prepared in accordance with section 514 of the Act by the auditor of the organisation in respect of the financial year immediately preceding the financial year to which the accounts relate and in relation to the accounts and statements prepared in accordance with section 510(1) of the Act to which that report relates, the Association has complied with section 517(1) and (5) of the Act.

DIVIDENDS

The Registered Rules of The Registered Clubs Association of New South Wales provide that no dividends can be paid and no surplus assets can be distributed to members in the event the Association or Consolidated Entity is wound up.

OPERATING AND FINANCIAL REVIEW

The Association's mission for the year has been to continue to consolidate its financial position whilst ensuring service delivery to members is maintained at a consistently high standard. A summary of financial highlights is as follows:

1. Total revenue for the Consolidated Entity was \$26,501,699, and for the Association was \$17,079,652 (2021: \$29,306,458 and \$17,415,888 respectively).
2. Net profit after taxation for the Consolidated Entity was \$1,233,302 and for the Association was a net loss of \$255,304 (2021: net profit of \$436,316 and \$1,551,054 respectively).
3. Retained surplus at 30 June 2022 for the Consolidated Entity were \$16,204,252 and for the Association were \$7,503,741 (2021: \$15,071,501 and \$7,859,596 respectively).

STATE OF AFFAIRS

In the opinion of the Directors, excluding the impacts of COVID-19, there were no significant changes in the state of affairs of the Association or the Consolidated Entity during the financial year.

LIKELY DEVELOPMENTS

Information about likely developments in the operation of the Association and the expected results of those operations in future financial years has not been included in this report because disclosure of the information would be likely to result in unreasonable prejudice to the Association.

EVENTS SUBSEQUENT TO REPORTING DATE

Following completion of the demerger of The Lottery Corporation Limited (TLC) from Tabcorp Holdings Limited (Tabcorp) on 1 June 2022, and in the interval between the end of the financial year and the date of this report, ClubKeno Holdings Pty Ltd (CKH) has executed a Deed of Novation (Guarantee Novation Deed) documenting CKH's agreement to the novation of the obligations from Tabcorp to TLC as the guarantor of Keno (NSW) Pty Ltd (the operating company of the game of Keno in New South Wales) under the Implementation Deed dated 25 June 2016.

INDEMNIFICATION AND INSURANCE OF OFFICERS AND AUDITORS

Since the end of the previous financial year, the Association and its Consolidated Entity has not indemnified or made a relevant agreement for indemnifying against a liability any person who is or has been an officer or auditor of the Consolidated Entity.

INSURANCE PREMIUMS

During the financial year the Association has paid premiums on behalf of the Consolidated Entity in respect of Directors' and Officers' liability insurance. The insurance is in respect of legal liability for damages and legal costs to a maximum of \$20,000,000 arising from claims made by reason of any omission or acts (other than dishonesty) by them whilst acting in their individual or collective capacity as Directors or Officers of the Association and its controlled entities, including the Association.

This report is in accordance with the Rules of the Association in relation to the matters to be stated in the report and is signed on behalf of the Board of Directors by the Chairman.

Dated at Sydney this 22nd day of August 2022.

Signed in accordance with a resolution of the Board of Directors:



DR GEORGE PEPONIS OAM
CHAIRMAN

ACCOUNTING OFFICER'S REPORT

I, Brandon Punter, the Accounting Officer of The Registered Clubs Association of New South Wales, hereby report that to the best of my knowledge and belief there were 938 (2021: 945) members of the Association across 1,106 (2021: 1,104) licensed premises at the end of the financial year ended 30 June 2022 and in my opinion:

- (i) the Financial Report shows a true and fair view of the financial affairs of the Association and Consolidated Entity as at the end of the financial year;
- (ii) a record has been kept of all money paid by, or collected from, members of the Association, and all money so paid or collected has been credited to the bank account or accounts to which the money is to be credited, in accordance with the Rules of the Association;
- (iii) before any expenditure was incurred by the Association, approval of the incurring of the expenditure was obtained in accordance with the Rules of the Association;
- (iv) no payment was made out of a fund referred to in clause 57(b)(xiii) or (xv) of the Industrial Relations Regulation 1992 ('the Regulations') for a purpose other than the purpose for which the fund was operated;
- (v) all financial benefits granted to persons holding office in the organisation were authorised in accordance with the Rules of the Association; and,
- (vi) the register of members of the Association was maintained in accordance with the Act.



BRANDON PUNTER
ACCOUNTING OFFICER
22 August 2022

NOTICE TO MEMBERS

Subsections (1) and (2) of section 512 of the *Industrial Relations Act 1996* provide as follows:

- 1) a member of an organisation, or the Industrial Registrar, may apply to the organisation for specified information prescribed by the Regulations, clause 60 in relation to the organisation; and
- 2) an organisation must, on the making of such an application, make the specified information available to the member or the Industrial Registrar in the manner, and within the time, prescribed by the Regulations.

The specified information prescribed by the Regulations relate to accounting information most of which is provided in the attached Financial Report and supplementary information.

**STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME**
FOR THE YEAR ENDED 30 JUNE 2022

		Consolidated Entity		Association	
	Note	2022	2021	2022	2021
		\$	\$	\$	\$
OPERATING REVENUE					
Advertising		681,344	764,672	681,344	764,672
Apportionment of Keno subscriptions		14,147,892	17,731,913	-	-
Event ticket sales and trade stands		174,337	151,682	174,337	151,682
Interest received		40,197	82,999	25,592	55,633
Keno royalties		-	-	4,860,109	6,017,449
Management fees		220,000	220,000	380,000	380,000
Member subscriptions		4,120,317	4,425,140	4,120,317	4,425,140
Other subscriptions		2,511,300	2,172,042	2,173,874	1,840,801
Sale of goods		-	10	-	10
Sponsorship		2,829,764	2,263,665	2,829,764	2,263,665
Sundry revenue		625,199	391,450	625,199	356,030
Grant income		889,964	983,200	889,964	983,200
Training and seminars		261,385	119,686	319,152	177,606
Total Revenue		26,501,699	29,306,458	17,079,652	17,415,888
OPERATING EXPENSES					
Additional commission		3,398,250	4,102,885	-	-
Advertising		2,475,007	2,698,601	1,588	225,182
Amortisation	7	9,237	160,570	9,237	160,570
Communications		80,505	97,845	80,505	97,845
Consumables		145,093	147,479	114,793	119,896
Depreciation	6	401,351	407,826	87,028	81,329
Directors' remuneration		383,913	360,257	161,656	161,583
Equipment and IT		1,316,759	1,751,497	1,332,382	1,771,104
Impairment of intangibles	7	650,004	-	650,004	-
Research and development	1(h)	1,624,578	-	1,624,578	-
Insurance		144,712	116,749	132,712	104,749
Keno communication network fees		2,015,961	2,520,277	-	-
Keno duty contribution		-	537,749	-	-
Keno promotion support		419,992	525,058	-	-
Marketing and promotions		651,705	497,894	642,842	494,175
Motor vehicle expenses		99,579	102,534	110,845	120,494
Loss on disposal of Fixed Asset		2,557	142,043	1,240	144,664
Occupancy		208,916	234,317	601,684	599,804
Other		460,201	658,021	446,457	634,101
Professional fees		1,318,263	1,621,197	1,246,172	1,576,834
Salaries and on-costs	2	8,404,075	8,154,800	8,376,773	8,127,030
Sponsorships		1,365,966	1,999,934	665,920	643,635
Subscriptions		904,865	672,666	904,865	672,666
Travel and accommodation		165,707	157,379	143,675	129,173
Total expenses		26,647,196	27,667,578	17,334,956	15,864,834

The Statement of Profit or Loss and Other Comprehensive Income are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 23 to 50.

**STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME**
FOR THE YEAR ENDED 30 JUNE 2022 (continued)

		Consolidated Entity		Association	
	Note	2022 \$	2021 \$	2022 \$	2021 \$
Operating (loss)/profit before income tax		(145,497)	1,638,881	(255,304)	1,551,054
Share of profit/(loss) from equity accounted investee	12	1,378,799	(1,202,565)	-	-
Income tax expense attributable to operating profit/(loss)	11(i)	-	-	-	-
Net profit/(loss) for the year		1,233,302	436,316	(255,304)	1,551,054
Other comprehensive income		-	-	-	-
Total comprehensive income/(loss) for the year		1,233,302	436,316	(255,304)	1,551,054

The Statement of Profit or Loss and Other Comprehensive Income are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 23 to 50.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2022

		Consolidated Entity		Association	
	Note	2022 \$	2021 \$	2022 \$	2021 \$
Retained Surplus					
Retained surplus at 1 July		15,071,501	15,024,840	7,859,596	6,698,197
Net profit for the year		1,233,302	436,316	(255,304)	1,551,054
Transfer to reserve		(100,551)	(389,655)	(100,551)	(389,655)
Retained surplus at 30 June		16,204,252	15,071,501	7,503,741	7,859,596
Reserves					
Club Future Fund at 1 July		6,263,353	5,873,698	6,263,353	5,873,698
Movement for the year		100,551	389,655	100,551	389,655
Club Future Fund at 30 June	14	6,363,904	6,263,353	6,363,904	6,263,353
The Club Awareness Fund		1,000,000	1,000,000	1,000,000	1,000,000
Reserves at 30 June		7,363,904	7,263,353	7,363,904	7,263,353

The Statement of Changes in Equity are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 23 to 50.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2022

		Consolidated Entity		Association	
	Note	2022 \$	2021 \$	2022 \$	2021 \$
CURRENT ASSETS					
Cash and cash equivalents	4	17,748,089	19,188,597	11,954,267	11,252,471
Trade and other receivables	5	3,232,586	1,958,755	5,390,248	4,093,605
Total current assets		20,980,675	21,147,352	17,344,515	15,346,076
NON-CURRENT ASSETS					
Property, plant and equipment	6	4,578,340	4,931,178	178,304	215,100
Intangible assets	7	-	660,481	-	660,481
Investments in controlled entities	8	-	-	7,408,051	7,408,051
Investment in equity accounted investees	12	7,031,212	5,652,413	-	-
Investment in joint venture entities	13	3	3	-	-
Total non-current assets		11,609,555	11,244,075	7,586,355	8,283,632
Total assets		32,590,230	32,391,427	24,930,870	23,629,708
CURRENT LIABILITIES					
Trade and other payables	9	7,811,062	9,148,419	8,852,213	7,598,605
Employee benefits	10	1,037,067	775,720	1,037,067	775,720
Total current liabilities		8,848,129	9,924,139	9,889,280	8,374,325
NON-CURRENT LIABILITIES					
Employee benefits	10	173,945	132,434	173,945	132,434
Total non-current liabilities		173,945	132,434	173,945	132,434
Total liabilities		9,022,074	10,056,573	10,063,225	8,506,759
NET ASSETS		23,568,156	22,334,854	14,867,645	15,122,949
MEMBERS' FUNDS					
Retained surplus		16,204,252	15,071,501	7,503,741	7,859,596
Reserves	14	7,363,904	7,263,353	7,363,904	7,263,353
Total members' funds		23,568,156	22,334,854	14,867,645	15,122,949

The Statements of Financial Position are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 23 to 50.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2022

		Consolidated Entity		Association		
	Note	2022 \$	2021 \$	2022 \$	2021 \$	
Cash flows from operating activities						
Keno operating receipts		15,735,125	19,478,098	-	-	
Keno operating payments		(4,182,111)	(5,549,795)	-	-	
Keno royalties		-	-	4,798,050	6,142,785	
Subscription income receipts		8,364,096	7,568,095	6,923,609	6,892,535	
Other income received		6,182,199	5,330,707	3,302,066	5,486,896	
Interest received		89,538	132,340	25,592	55,633	
Payments to suppliers and employees		(27,631,727)	(19,922,679)	(16,411,013)	(15,475,904)	
Net cash (used in)/from operating activities	15	(1,442,880)	7,036,766	(1,361,696)	3,101,945	
Cash flows from investing activities						
Payments for property, plant and equipment	6	(52,557)	(148,331)	(50,232)	(148,331)	
Payments for intangible assets	7	-	(733,564)	-	(733,564)	
Net cash used in investing activities		(52,557)	(881,895)	(50,232)	(881,895)	
Cash flows from financing activities						
Borrowings to/(from) controlled entities/related entity		54,929	137,926	2,113,724	2,411,905	
Dividend from equity accounted investment		-	414,958	-	-	
Net cash from financing activities		54,929	552,884	2,113,724	2,411,905	
Net (decrease)/increase in cash and cash equivalents held						
		(1,440,508)	6,707,755	701,796	4,631,955	
Cash and cash equivalents at 1 July		19,188,597	12,480,842	11,252,471	6,620,516	
Cash and cash equivalents at 30 June		4	17,748,089	19,188,597	11,954,267	11,252,471

The Statement of Cash Flows are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 23 to 50.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

1 SIGNIFICANT ACCOUNTING POLICIES

The Registered Clubs Association of New South Wales ('the Association') is an Association domiciled in Australia. The address of the Association's registered office is Level 8, 51 Druitt Street, Sydney. The consolidated Financial Report of the Association for the financial year ended 30 June 2022 comprises the Association and its subsidiaries (together referred to as 'the Consolidated Entity').

The Financial Report was authorised for issue by the Association's Board of Directors on 22 August 2022.

(a) Statement of compliance

The consolidated Financial Report is a general purpose financial report, which has been prepared in accordance with *Australian Accounting Standards* ('AASBs') adopted by the Australian Accounting Standards Board and the *Industrial Relations Act 1996* ('the Act').

(b) Basis of preparation

The Financial Report is presented in Australian dollars.

The Financial Report is prepared on the historical cost basis.

The preparation of a financial report in conformity with the AASBs requires management to make judgements, estimates, and assumptions that affect the application of policies and reported amounts of assets and liabilities, income, and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The accounting policies have been applied consistently to all periods presented in the Financial Report and by all entities in the Consolidated Entity, except as noted below.

(c) Adoption of new and revised accounting standards

A number of accounting standards and amendments with application dates commencing subsequent to year end were available for early adoption. The Association plans to adopt the relevant Accounting Standards and amendments in future financial years. The initial application of those standards is expected to have an insignificant impact on the Association.

(d) Functional and presentation currency

These consolidated financial statements are presented in Australian dollars, which is the Consolidated Entity's functional currency.

(e) Basis of consolidation

Subsidiaries

Subsidiaries are entities controlled by the Association. The Association controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date control commences until the date that control ceases.

Investments in subsidiaries are carried at their cost of acquisition in the Association's financial statements. Refer to Note 19 for a list of Group subsidiaries.

Transactions eliminated on consolidation

Intragroup balances and transactions, and any unrealised income and expenses arising from intragroup transactions, are eliminated. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Association's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

Investments in associates and joint arrangements

Associates are those entities in which the Consolidated Entity has significant influence, but not control or joint control, over the financial and operating policies. Significant influence is presumed to exist when the Consolidated Entity holds between 20 and 50 per cent of the voting power of another entity.

Joint ventures are those entities over whose activities the Consolidated Entity has joint control, established by contractual agreement and requiring unanimous consent between the parties sharing control for decisions about the relevant activities of the joint arrangement. Joint ventures exist where the Consolidated Entity has rights only to the net assets of the arrangement.

Investments in associates and joint ventures are accounted for using the equity method and are recognised initially at cost. The cost of the investments includes transaction costs.

The consolidated financial statements include the Consolidated Entity's share of the profit and loss and other comprehensive income of equity accounted investees, after adjustments to align the accounting policies with those of the Consolidated Entity, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases. When the Group's share of losses exceeds its interest in an equity accounted investee, the carrying amount of that interest, including any long-term interests that form part thereof, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Consolidated Entity has an obligation or has made payments on behalf of the investee.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(f) Property, plant and equipment

Items of property, plant and equipment are stated at cost less accumulated depreciation (see below) and impairment losses. The cost of plant and equipment at the date of acquisition represents the fair value of the consideration provided plus incidental costs directly attributable to the acquisition.

Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant, and equipment and are recognised net within the Statements of Profit or Loss and Other Comprehensive Income.

Other leases are operating leases and the associated leased assets are not recognised in the Consolidated Entity's Statement of Financial Position due to being intergroup recharges.

Depreciation

Depreciation is charged to the Statements of Profit or Loss and Other Comprehensive Income on a straight-line basis over the estimated useful lives of each part of an item of property, plant, and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives. The estimated useful lives in the current and comparative periods are as follows:

Property	40 years
Furniture and equipment	3–20 years
IT equipment	3 years
Motor vehicle	8 years

Depreciation methods, useful lives and residual values are reassessed at the reporting date.

(g) Leased assets

Leases in terms of which the Association assumes substantially all the risks and rewards of ownership are classified as finance leases. Upon initial recognition the leased asset is measured at an amount equal to the lower of its fair value and present value of the minimum lease payments. Subsequent to initial recognition, the asset is accounted for in accordance with the accounting policy applicable to the asset.

(h) Intangible assets

(i) *Recognition and measurement* *Research and development*

Expenditure on research activities is recognised in profit or loss as incurred. Development expenditure is capitalised only if the expenditure can be measured reliably, the product

or process is technically and commercially feasible, future economic benefits are probable and the Consolidated Entity intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in profit or loss as incurred. Subsequent to initial recognition, development expenditure is measured at cost less accumulated amortisation and any accumulated impairment losses.

Other intangible assets

Other intangible assets, including softwares, that are acquired by the Association and have finite useful lives are measured at cost less accumulated amortisation and any accumulated impairment losses.

(ii) *Subsequent expenditure*

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated intangibles is recognised in profit or loss as incurred.

(iii) *Amortisation*

Amortisation is charged to the Statements of Profit or Loss and Other Comprehensive Income on a straightline basis over the estimated useful lives of the intangible asset. The estimated useful lives in the current and comparative periods are as follows:

<i>Software</i>	<i>5 years</i>
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Amortisation methods, useful lives, and residual values are reassessed at the reporting date.

(i) Financial instruments

A financial instrument is recognised if the Consolidated Entity becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the Consolidated Entity's contractual rights to the cash flows from the financial assets expire or if the Consolidated Entity transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Regular way purchases and sales of financial assets are accounted for at trade date, i.e., the date that the Consolidated Entity commits itself to purchase or sell the asset. Financial liabilities are derecognised if the Consolidated Entity's obligations specified in the contract expire or are discharged or cancelled.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances, demand deposits, and short-term interest bearing deposits that are readily convertible to cash and which are subject to an insignificant risk of change in value.

Trade and Other Receivables

Trade and other receivables are stated at their amortised cost less impairment losses.

Trade and Other Payables

Trade and other payables are stated at their amortised cost.

Other

Other non-derivative financial instruments are measured at amortised cost using the effective interest method, less any impairment losses.

(i) Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Association becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at Fair Value Through the Statement of Profit and Loss ('FVTPL'), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement

On initial recognition, a financial asset is classified as measured at: amortised cost; Fair Value Through Other Comprehensive Income ('FVOCI') — debt investment; FVOCI — equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Association changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Association may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Association may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets — business model assessment:

The Association makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Association's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated — e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sale of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Association's continuing recognition of the assets.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(i) Financial instruments (continued):

(ii) Classification and subsequent measurement (continued):

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

Financial assets — assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Association considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Association considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features;
- prepayment and extension features; and
- terms that limit the Association's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

Financial assets — subsequent measurement and gains and losses

Financial assets at FVTPL

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Cash and cash equivalents and trade and other receivables constitute financial assets, with cash and cash equivalents held at amortised cost.

Trade and other receivables are held at amortised cost less life time expected credit losses. The Association's receivables are short-term in nature and as such no discounting is performed for the Association's receivables.

(iii) Doubtful debts provision

The Association has adopted the simplified approach for all trade and other receivables, given the Association's receivables do not have a significant financing component. The Association analyses the age of outstanding balances and applies historical default percentages adjusted for other current observable data as a means to estimate lifetime expected credit losses. The impact of the change to measuring the doubtful debts provision on the basis of expected credit losses is not material and has not resulted in an adjustment to opening retained earnings on transition.

Trade and other payables constitute financial liabilities, are held at amortised cost. Financial liabilities are derecognised if the Association's obligations specified in the contract expire or are discharged or cancelled.

(j) Impairment

(i) Financial assets

Financial instruments

The Consolidated Entity recognises loss allowances fair Expected Credit Losses ('ECLs') on:

- financial assets measured at amortised cost; and
- debt investments measured at FVOCI.

The Controlled Entity measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables are always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Controlled Entity considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Controlled Entities' historical experience and informed credit assessment and including forward-looking information.

(ii) *Non-financial assets*

The carrying amounts of the Consolidated Entity's non-financial assets (other than deferred tax assets) are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash generating unit exceeds its recoverable amount. A cash generating unit is the smallest identifiable asset group that generates cash flows that largely are independent from other assets and groups. Impairment losses are recognised in profit or loss.

The recoverable amount of an asset or cash generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

(k) Provisions

A provision is recognised in the Statement of Financial Position when the Consolidated Entity has a present legal or constructive obligation as a result of a past event that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation.

(l) Income tax

The Association is a tax-exempt entity. Therefore no income tax balances have been recognised in the Association. Income tax on the profit or loss of the Consolidated

Entity for the year comprises current and deferred tax. Income tax is recognised in the Statements of Profit or Loss and Other Comprehensive Income except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the Statement of Financial Position date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided using the Statement of Financial Position liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: The initial recognition of assets or liabilities that affect neither accounting nor taxable profit, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the Statement of Financial Position date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Tax consolidation

A tax-consolidated group was formed with effect from 1 July 2003. The tax consolidated group comprises all wholly owned controlled entities of the Association which are not exempt from income tax. These entities are therefore taxed as a single entity. The head entity within the tax-consolidated group is Clubs N.S.W. Pty Limited ('the head entity') therefore is legally liable for the income tax liabilities of the tax-consolidated group.

Current tax expense/income, deferred tax liabilities and deferred tax assets arising from temporary differences of the members of the tax-consolidated group are recognised in the separate financial statements of the members of the tax-consolidated group using the group allocation approach by reference to the carrying amounts of assets and liabilities in the separate financial statements of each entity and the tax values applying under tax consolidation.

Any current tax liabilities (or assets) and deferred tax assets arising from unused tax losses of the subsidiaries is assumed by the head entity in the tax-consolidated group and are recognised as amounts payable (receivable) to (from) other entities in the tax-consolidated group in conjunction with any tax funding arrangement amounts (refer below). Any difference between these amounts is recognised by the subsidiaries of the head entity as an equity contribution or distribution.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(l) Income tax (continued)

Tax consolidation (continued)

The head entity recognises deferred tax assets arising from unused tax losses of the tax-consolidated group to the extent that it is probable that future taxable profits of the tax-consolidated group will be available against which the asset can be utilised.

Any subsequent period adjustments to deferred tax assets arising from unused tax losses as a result of revised assessments of the probability of recoverability is recognised by the head entity only.

Nature of tax funding arrangements and tax sharing arrangements

The head entity, in conjunction with other members of the tax-consolidated group, has entered into a tax funding arrangement which sets out the funding obligations of members of the tax-consolidated group in respect of tax amounts. The tax funding arrangements require payments to/from the head entity equal to the current tax liability (asset) assumed by the head entity and any tax-loss deferred tax asset assumed by the head entity, resulting in the head entity recognising an inter-entity receivable (payable) equal in amount to the tax liability (asset) assumed. The inter-entity receivables (payables) are at call.

Contributions to fund the current tax liabilities are payable as per the tax funding arrangement and reflect the timing of the head entity's obligation to make payments for tax liabilities to the relevant tax authorities.

The Consolidated Entity, in conjunction with other members of the consolidated group, has entered into a tax sharing agreement. The tax sharing agreement provides for determination of the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations. No amounts have been recognised in the financial statements in respect of this agreement as payment of any amounts under the tax sharing arrangement is considered remote.

(m) Revenue recognition

The Association's Keno royalties represent the amount due from its controlled entity — ClubKeno Holdings Pty Limited as set out in the royalty agreement in respect of Keno subscriptions.

Membership subscriptions represent the amount due from member clubs in accordance with the Association's Rules and are recognised equally over the period to which these relate.

The Consolidated Entity's entitlement to an apportionment of Keno subscriptions is set out in the relevant

sections of the Keno licence agreement under the authority of the *Public Lotteries Act 1996*. Revenue in this regard is recognised as it accrues.

Interest revenue is recognised as it accrues, using the effective interest method.

Other subscriptions are recognised equally over the period to which they relate.

Revenue for ticket sales and trade stands are recognised in the period in which the underlying events are held. Revenues are recognised at fair value of the consideration received net of the amount of goods and services tax ('GST').

Management fee revenue is recognised equally over the period to which they relate.

Revenue derived from fundraising efforts is recognised as the Association obtains control of the assets that have been donated.

Revenue derived from merchandise sales is recognised when the merchandise is transferred to the customer.

(n) Goods and Services Tax

Revenue and expenses are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office ('ATO'). In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the Statement of Financial Position.

Cash flows are included in the *Statement of Cash Flows* on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

(o) Government grants — JobSaver and COVID-19 Business Grant

Government grants are recognised initially as deferred income when there is reasonable assurance that they will be received and that the Consolidated Entity will comply with the conditions associated with the grant. Grants that compensate the Consolidated Entity for expenses incurred are recognised in the profit or loss on a systematic basis in the same periods in which the expenses are recognised.

(p) Employee benefits

Short-term benefits

Liabilities for employee benefits for wages, salaries, and annual leave that are expected to be settled within 12 months of the reporting date represent present obligations resulting from employees' services provided to reporting date, are calculated at undiscounted amounts based on remuneration wage and

salary rates that the Consolidated Entity expects to pay as at reporting date including related on-costs, such as workers compensation insurance and payroll tax.

Long-term service benefits

The Consolidated Entity's net obligation in respect of long-term service benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using expected future increases in wage and salary rates including related on-costs and expected settlement dates, and is discounted using the rates attached to the Commonwealth Government bonds at the Statement of Financial Position date which have maturity dates approximating to the terms of the Consolidated Entity's obligations.

Defined contribution superannuation funds

The Association and other controlled entities contribute to several defined contribution superannuation plans. A defined contribution plan is a post employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions are recognised as an expense in the Statements of Profit or Loss and Other Comprehensive Income as incurred.

(q) Expenses

Finance lease payments

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability and is recognised as interest expense in the Statements of Profit or Loss and Other Comprehensive Income.

(r) Segment reporting

The Consolidated Entity operates in one segment, namely the provision of services to benefit members within the New South Wales Registered Club Industry.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

	Consolidated Entity		Association	
	2022	2021	2022	2021
	\$	\$	\$	\$
2 PERSONNEL EXPENSES				
Wages and salaries	7,312,516	7,283,851	7,307,440	7,274,937
Superannuation	694,017	630,064	671,791	611,208
Long service leave	132,401	86,072	132,401	86,072
Annual leave	265,141	154,813	265,141	154,813
	8,404,075	8,154,800	8,376,773	8,127,030

Defined Contribution Plans

The Association and controlled entities contribute to several defined contribution superannuation plans. Contributions are charged against the statement of profit and loss and other comprehensive income for the year as they are made. The amount recognised as an expense during the year was: \$694,017 (2021: \$611,208) for the Consolidated Entity and \$671,791 (2021: \$630,064) for the Association.

3 AUDITOR'S REMUNERATION

Amounts received by the auditors for:

▪ audit services	136,307	151,812	97,494	86,153
▪ other services	111,731	86,164	51,491	65,723
▪ taxation services	44,067	34,124	35,989	27,772
	292,105	272,100	184,974	179,648

4 CASH AND CASH EQUIVALENTS

Cash on hand	437	486	437	486
Bank balances	8,033,350	5,346,407	4,785,712	1,592,817
Term deposits	9,714,302	13,841,704	7,168,118	9,659,168
	17,748,089	19,188,597	11,954,267	11,252,471

5 TRADE AND OTHER RECEIVABLES

Current

Trade receivables	1,300,648	466,547	1,300,648	466,547
Other debtors and prepayments	1,401,369	1,063,241	1,401,369	1,063,241
Deposits	529,884	288,816	514,884	273,816
Amounts due from related entities	685	-	2,173,347	2,191,404
Net GST receivables	-	140,151	-	98,597
	3,232,586	1,958,755	5,390,248	4,093,605

Trade receivables are shown net of provisions for impairment losses amounting to \$2,944 in the Consolidated Entity (2021: \$25,401) and \$2,944 in the Association (2021: \$25,401).

	Consolidated Entity				Association	
	Land and Buildings	Plant and Equipment	Motor Vehicles	Total	Plant and Equipment	Total
	\$	\$	\$	\$	\$	\$
6 PROPERTY, PLANT AND EQUIPMENT						
Cost						
Balance at 1 July 2020	7,371,853	823,484	208,238	8,403,574	333,765	333,765
Acquisitions	-	148,331	-	148,331	148,331	148,331
Disposals	-	(68,632)	(90,482)	(159,114)	(4,042)	(4,042)
Balance at 30 June 2021	7,371,853	903,183	117,756	8,392,792	478,054	478,054
Balance at 1 July 2021	7,371,853	903,183	117,756	8,392,792	478,054	478,054
Acquisitions	-	52,557	-	52,557	50,232	50,232
Disposals	-	(66,916)	(30,008)	(96,924)	(15,991)	(15,991)
Balance at 30 June 2022	7,371,853	888,824	87,748	8,348,425	512,295	512,295
Depreciation						
Balance at 1 July 2020	2,442,908	603,447	139,625	3,185,979	185,667	185,667
Depreciation charge	288,662	101,158	18,006	407,826	81,329	81,329
Disposals	-	(68,632)	(63,558)	(132,190)	(4,042)	(4,042)
Balance at 30 June 2021	2,731,570	635,973	94,072	3,461,615	262,954	262,954
Balance at 1 July 2021	2,731,570	635,973	94,072	3,461,615	262,954	262,954
Depreciation charge	287,433	102,652	11,266	401,351	87,028	87,028
Disposals	-	(62,872)	(30,009)	(92,881)	(15,991)	(15,991)
Balance at 30 June 2022	3,019,003	675,753	75,329	3,770,085	333,991	333,991
Carrying Amounts						
At 1 July 2020	4,928,945	220,037	68,613	5,217,596	148,098	148,098
At 30 June 2021	4,640,283	267,210	23,684	4,931,178	215,100	215,100
At 1 July 2021	4,640,283	267,210	23,684	4,931,178	215,100	215,100
At 30 June 2022	4,352,850	213,071	12,419	4,578,340	178,304	178,304

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

	Consolidated Entity			Association		
	Software	Work in progress	Total	Software	Work in progress	Total
	\$	\$	\$	\$	\$	\$
7 INTANGIBLE ASSETS						
Cost						
Balance at 1 July 2020	764,384	-	764,384	764,384	-	764,384
Acquisitions	83,560	650,004	733,564	83,560	650,004	733,564
Disposals	(791,784)	-	(791,784)	(791,784)	-	(791,784)
Balance at 30 June 2021	56,160	650,004	706,164	56,160	650,004	706,164
Balance at 1 July 2021	56,160	650,004	706,164	56,160	650,004	706,164
Acquisitions	-	-	-	-	-	-
Impairment	-	(650,004)	(650,004)	-	(650,004)	(650,004)
Disposals	(17,910)	-	(17,910)	(17,910)	-	(17,910)
Balance at 30 June 2022	38,250	-	38,250	38,250	-	38,250
Accumulated Amortisation						
Balance at 1 July 2020	217,661	-	217,661	217,661	-	217,661
Amortisation for the year	160,570	-	160,570	160,570	-	160,570
Disposals	(332,548)	-	(332,548)	(332,548)	-	(332,548)
Balance at 30 June 2021	45,683	-	45,683	45,683	-	45,683
Balance at 1 July 2021	45,683	-	45,683	45,683	-	45,683
Amortisation for the year	9,237	-	9,237	9,237	-	9,237
Disposals	(16,670)	-	(16,670)	(16,670)	-	(16,670)
Balance at 30 June 2022	38,250	-	38,250	38,250	-	38,250
Carrying Amounts						
At 1 July 2020	546,723	-	546,723	546,724	-	546,724
At 30 June 2021	10,477	650,004	660,481	10,477	650,004	660,481
At 1 July 2021	10,477	650,004	660,481	10,477	650,004	660,481
At 30 June 2022	-	-	-	-	-	-

	Consolidated Entity		Association	
	2022	2021	2022	2021
	\$	\$	\$	\$
8 INVESTMENTS IN CONTROLLED ENTITIES				
Clubs N.S.W. Pty Limited — 100% interest				
(2021: 100% interest — 4,400,002 ordinary shares)	-	-	4,400,002	4,400,002
Other contributed equity in ClubsNSW Pty Limited	-	-	3,008,049	3,008,049
	-	-	7,408,051	7,408,051
9 TRADE AND OTHER PAYABLES				
Current				
Trade payables and accruals	2,275,490	4,545,183	1,888,555	2,781,256
Income in advance	1,814,195	458,469	1,814,195	291,058
Additional commissions payable	3,398,250	4,102,885	-	-
Amounts due to controlled entities	-	-	4,768,079	4,488,767
Net GST payables	286,355	-	349,751	-
Other payables	36,772	41,882	31,633	37,524
	7,811,062	9,148,419	8,852,213	7,598,605
10 EMPLOYEE BENEFITS				
Current				
Liability for long service leave	405,051	314,160	405,051	314,160
Liability for annual leave	632,016	461,560	632,016	461,560
	1,037,067	775,720	1,037,067	775,720
Non-current				
Liability for long service leave	173,945	132,434	173,945	132,434

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

Consolidated Entity		
	2022	2021
	\$	\$
11 TAXATION		
(i) Recognised in the Statements of Profit or Loss and Other Comprehensive Income		
Current tax expense		
Current year	14,776	7,729
Deferred tax expense		
Net origination and reversal of temporary benefits	(14,776)	(7,729)
Total income tax expense in Statements of Profit or Loss and Other Comprehensive Income	-	-
(ii) Numerical reconciliation between tax expense and pre-tax profit		
Profit before tax	1,233,302	436,316
Income tax using the domestic corporation tax rate of 30% (2021: 30%)	369,991	130,895
Exempt income adjustment	57,089	(485,101)
Share of profit/(loss) of Equity accounted investees reported net of tax	(413,641)	485,257
Previously unrecognised temporary differences	(13,439)	(77,699)
Franking Credits	-	(53,352)
Income tax expense on pre-tax profit	-	-

Association and Consolidated Entity			
(iii) Deferred tax assets and liabilities	Balance 1 July 2021	Recognised in Statement of Profit or Loss and Other Comprehensive Income	Balance 30 June 2022
	\$	\$	\$
Movement in temporary differences during the year:			
Accruals and provisions	-	-	-
Sundry	-	-	-
Property, plant and equipment	-	-	-
	-	-	-
	Balance 1 July 2020	Recognised in Statement of Profit or Loss and Other Comprehensive Income	Balance 30 June 2021
	\$	\$	\$
Movement in temporary differences during the year:			
Accruals and provisions	-	-	-
Sundry	-	-	-
Property, plant and equipment	-	-	-
	-	-	-

	Consolidated Entity	
A deferred tax asset has not been recognised as follows:	2022	2021
	\$	\$
Deductible temporary differences	4,383	4,016

The tax consolidated group currently has unrecognised carry forward tax losses of \$671,908 which do not expire under current tax legislation. The deferred tax asset associated with these losses is not being recognised. The deferred tax asset associated with these losses is not being recognised as currently it is not considered probable that sufficient taxable profit will be generated by the tax consolidated group in order for the carry forward losses to be utilised.

The Association is a tax exempt entity and thus has no tax balances and no tax disclosures.

	Consolidated Entity		Association	
	2022	2021	2022	2021
	\$	\$	\$	\$
12 EQUITY ACCOUNTED INVESTEEES				
Hospitality Employers Mutual				
25% ownership interest (2021: 25%)	7,031,212	5,652,413	-	-
6,000,000 B Ordinary Shares				
(2021: 6,000,000 B Ordinary Shares)				
	7,031,212	5,652,413	-	-

Summary financial information of equity accounted investee:

	2022	2021
	\$	\$
Revenues (100%)	23,733,582	23,044,486
Profit/(loss) after tax (100%)	4,595,996	(4,008,551)
Share of equity accounted investee entity's net profit/(loss) recognised (30%)	1,378,799	(1,202,565)
Current assets	117,912,189	113,941,198
Non-current assets	19,588,065	18,140,438
Total assets	137,500,254	132,081,636
Current liabilities	(50,401,537)	(38,689,650)
Non-current liabilities	(62,480,596)	(73,369,861)
Total liabilities	(112,882,133)	(112,059,511)
Net assets as reported by equity accounted investee (100%)	24,618,121	20,022,125

These amounts are for the year ended 30 June 2022, being the financial year of Hospitality Employers Mutual. Hospitality Employers Mutual is comprised of two portfolios: The Clubs Portfolio and the Hotels Portfolio. These amounts relate to the Clubs Portfolio of Hospitality Employers Mutual, Club Employers Mutual, and have been extracted from the most recent management accounts of the associate. Under the Amended Shareholders Agreement, ClubsNSW Insurance Holdings Pty Limited (CIH) are entitled to 30% of profits from the Clubs Portfolio of Hospitality Employers Mutual.

CIH holds the 25% equity share in Hospitality Employers Mutual. The share of equity accounted investee's profit recognised is based on CIH's 30% economic interest in the profits of the Clubs Portfolio of Hospitality Employers Mutual.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

12 EQUITY ACCOUNTED INVESTEEES (CONTINUED)

Movement in carrying amount of investment in equity accounted investee:

	2022	2021
	\$	\$
Carrying amount at the beginning of the financial year	5,652,413	7,269,936
Share of profit/(loss) after income tax	1,378,799	(1,202,565)
Distributions received	-	(414,958)
Carrying amount at the end of the year	7,031,212	5,652,413

Hospitality Employers Mutual underwrites workers' compensation insurance for the NSW hospitality industry. Effective 30 June 2012, the specialised insurer licence issued by WorkCover NSW was extended to include Clubs risks, incorporating employers who are members of ClubsNSW. Employers Mutual Limited owns 50% of Hospitality Employers Mutual Limited, with Australian Hotels Association (NSW) Holdings Pty Ltd owning the remaining 25%.

	Consolidated Entity		Association	
	2022	2021	2022	2021
	\$	\$	\$	\$
13 INVESTMENT IN JOINT VENTURE ENTITIES				
<i>Club Plus Financial Planning Pty Limited</i>	1	1	-	-
50% ownership interest (2021: 50%)				
<i>Australasian Hospitality & Gaming Expo Pty Ltd</i>	2	2	-	-
33% ownership interest (2021: 33%)				
2 ordinary shares (2021: 2 ordinary shares)				
	3	3	-	-

Club Plus Financial Planning Pty Ltd was established as a joint venture with the Liquor Hospitality and Miscellaneous Union (NSW Branch), with a principal purpose of providing financial planning services to Club Plus members. Subsidiary entity, Registered Clubs Association Holdings Pty Ltd was allocated 50% of the issued capital (being one ordinary share) for the amount of \$1.

The financial result of the Association for the year ended 30 June 2022 was \$nil (2021: \$nil), and there was no financial impact on the consolidated accounts or disclosures required in respect of contingencies and commitments.

Australasian Hospitality & Gaming Expo Pty Limited was established as a joint venture with the Registered Licensed Clubs Association of Queensland, Union of Employers (ClubsQLD) and The Club Managers Association of Australia, with a principal purpose of jointly providing Trade Expo events to members.

ClubsNSW Expo Holdings Pty Limited was allocated 33% of the issued capital (being 2 ordinary shares) for the amount of \$2.

The financial result of the Association for the year ended 30 June 2022 was \$nil (2021: \$nil), and there was no financial impact on the consolidated accounts or disclosures required in respect of contingencies and commitments.

14 EQUITY — RESERVES

Consolidated Entity		
	2022	2021
	\$	\$
Club Future Fund		
Opening Balance	6,263,353	5,873,698
Movement for the year	100,551	389,655
Closing balance	6,363,904	6,263,353

The Club Future Fund (CFF) was established pursuant to the CFF Charter, with the purpose that the Association apply the funds for the advancement of the Club Movement as a whole at its discretion.

	2022	2021
	\$	\$
The Club Awareness Fund		
Opening Balance	1,000,000	1,000,000
Movement for the year	-	-
Closing balance	1,000,000	1,000,000

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

	Consolidated Entity		Association	
	2022	2021	2022	2021
	\$	\$	\$	\$
15 NOTES TO THE STATEMENT OF CASH FLOWS				
Reconciliation of cash flow from operating activities with net profit for the year				
Net profit	1,233,302	436,316	(255,304)	1,551,054
Adjustments for:				
Depreciation and amortisation	410,588	568,397	96,267	241,899
Loss on disposal of property, plant and equipment	5,283	142,043	1,239	144,664
Non-cash portion of disposals	-	344,115	-	314,572
Non-cash portion of impairment	650,004	-	650,004	-
Non-cash portion of share of (profit)/loss in equity accounted investee	(1,378,799)	1,202,565	-	-
	920,378	2,693,436	492,206	2,252,189
Changes in assets and liabilities				
Change in employee benefits	302,856	54,565	302,859	54,564
Change in trade and other receivables	(1,285,909)	200,727	(3,334,185)	(452,360)
Change in trade and other payables	(1,380,205)	4,088,039	1,177,424	1,247,552
Net cash used in operating activities	(1,442,880)	7,036,767	(1,361,695)	3,101,945

16 FINANCIAL INSTRUMENTS

Financial risk management

Overview

The Association and Consolidated Entity have exposure to the following risks from their use of financial instruments:

- credit risk
- liquidity risk
- market risk

This note presents information about the Association's and Consolidated Entity's exposure to the above risks, their objectives, policies and processes for measuring and managing risk, and the management of capital. Further quantitative disclosures are included in this Financial Report.

The Board of Directors has overall responsibility for risk management and oversees how management monitors compliance with the Association's and Consolidated Entity's policies and procedures and reviews the risks faced by the Association and Consolidated Entity. Policies are established to identify and analyse the risks faced by the Association and Consolidated Entity, to set

appropriate controls, and to monitor risks and adherence to controls. Policies and systems are reviewed from time to time to reflect changes in market conditions and in the Association's and Consolidated Entity's activities.

Credit risk

Credit risk is the risk of financial loss to the Association and Consolidated Entity if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Association's and Consolidated Entity's cash and cash equivalent balances (including term deposits) and trade and other receivables.

Cash balances and other investments

The Association and Consolidated Entity aim to limit their exposure to credit risk by depositing or investing with approved financial institutions in accordance with a Board approved investment policy to ensure that investments are of a strong credit quality and liquidity, and have strong credit ratings (as issued by a third party ratings agency Standard & Poor's).

Trade and other receivables

The Association's and Consolidated Entity's exposure to credit risk with respect to trade and other receivables is influenced mainly by the individual characteristics of each customer. Approximately 53.38% (2021: 60.51%) of the consolidated entity's revenue is attributable to the apportionment of Keno subscriptions received. At year end approximately 18.78% (2021: 21.45%) of the consolidated entity's trade and other receivables balance relates to Keno subscriptions to be received.

The Association and Consolidated Entity have established an allowance for impairment that represents their estimate of incurred losses in respect of trade and other receivables and investments. The main component of this allowance is a specific loss component that relates to individually identified exposures.

Liquidity risk

Liquidity risk is the risk that the Association or Consolidated Entity will not be able to meet its financial obligations as they fall due. The Association's and Consolidated Entity's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Consolidated Entity.

Typically the Association and Consolidated Entity ensures that it has sufficient cash on demand to meet short term expected operational expenses. Cash investments made are in accordance with the Board approved investment policy which requires all investments to have regard to the liquidity and cash flow needs of the Association and the Consolidated Entity.

Market risk

Market risk is the risk that changes in market prices, such as interest rates will affect the Association's or Consolidated Entity's income or the value of its holdings of financial instruments. The Association and Consolidated Entity's objective is to manage market risk exposures within acceptable parameters, while optimising the return.

Interest rate risk

The Association's and Consolidated Entity's exposure to interest rate risk relates directly to funds deposited with financial institutions. Changes in interest rates will affect the level of interest income received by the Association and Consolidated Entity. The Consolidated Entity actively manages its cash balances in order to minimise risk, whilst optimising the return.

Capital management

The Board's objective is to adequately secure the Consolidated Entity's capital base so as to maintain member and creditor confidence so as to sustain continued support and development of

the club movement. The Board considers the Consolidated Entity's capital base as being total equity plus its special fund balances maintained for the benefit of the club movement.

The Board adopts a low risk approach to capital management and aims to maximise return on funds held without adopting higher risk strategies.

There were no changes in the Consolidated Entity's approach to capital management during the year.

Neither the Association nor any of its subsidiaries are subject to externally imposed capital requirements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

16 FINANCIAL INSTRUMENTS (CONTINUED)

Credit risk

Exposure to credit risk

The carrying amount of the Association's and Consolidated Entity's financial assets represents the maximum credit risk exposure, and at the reporting date was:

	CARRYING AMOUNT			
	Consolidated Entity		Association	
	2022	2021	2022	2021
	\$	\$	\$	\$
Cash and cash equivalents	17,748,089	19,188,597	11,954,267	11,252,471
Trade and other receivables	3,232,586	1,958,755	5,390,248	4,093,605
	20,980,675	21,147,352	17,344,515	15,346,076

Impairment losses

The ageing of the Consolidated Entity's trade receivables at the reporting date was:

	CARRYING AMOUNT			
	GROSS	IMPAIRMENT	GROSS	IMPAIRMENT
	2022	2022	2021	2021
	\$	\$	\$	\$
Not past due	993,869	-	406,587	-
Past due 0-30 days	302,500	-	42,993	-
Past due 31-120 days	4,170	(1,952)	14,453	(25,401)
Past due 121 days to one year	3,054	-	27,915	-
More than one year	-	(992)	-	-
	1,303,593	(2,944)	491,948	(25,401)

The Consolidated Entity's other receivables are classified as not past due.

The ageing of the Association's trade receivables at the reporting date was:

Not past due	993,869	-	406,587	-
Past due 0-30 days	302,500	-	42,993	-
Past due 31-120 days	4,170	(1,952)	14,453	(25,401)
Past due 121 days to one year	3,054	-	27,915	-
More than one year	-	(992)	-	-
	1,303,593	(2,944)	491,948	(25,401)

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

	Consolidated Entity		Association	
	2022	2021	2022	2021
	\$	\$	\$	\$
Balance at 1 July	25,401	55,627	74,804	55,627
(Written back)/impairment	(22,457)	(30,226)	(71,860)	19,177
Balance at 30 June	2,944	25,401	2,944	74,804

Liquidity risk

Liquidity risk is the risk that the Consolidated Entity will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The following are the remaining contractual maturities at the end of the reporting period of financial liabilities, including estimated interest payments:

CONTRACTUAL CASH FLOWS					
	Less than 1 year	1–2 years	2–5 years	Over 5 years	Total
	\$	\$	\$	\$	\$
2022 Consolidated Entity					
Trade and other payables	7,811,062	-	-	-	7,811,062
	7,811,062	-	-	-	7,811,062
2022 Association					
Trade and other payables	8,852,213	-	-	-	8,852,213
	8,852,213	-	-	-	8,852,213
2021 Consolidated Entity					
Trade and other payables	9,148,419	-	-	-	9,148,419
	9,148,419	-	-	-	9,148,419
2021 Association					
Trade and other payables	7,598,605	-	-	-	7,598,605
	7,598,605	-	-	-	7,598,605

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

16 FINANCIAL INSTRUMENTS (CONTINUED)

Market risk

Interest rate risk

The Association's and Consolidated Entity's exposure to interest rate risk includes exposure to changes in interest rates on cash and cash equivalents and on loans and borrowings.

At the end of the reporting period the interest rate profile of the Association and Consolidated Entity's interest-bearing financial instruments as reported to the management of the Consolidated Entity was as follows:

	Consolidated Entity Nominal Account		Association Nominal Account	
	2022	2021	2022	2021
	\$	\$	\$	\$
Fixed rate instruments				
Cash and cash equivalents	9,714,302	13,841,704	7,168,118	9,659,168
	9,714,302	13,841,704	7,168,118	9,659,168
Variable rate instruments				
Cash and cash equivalents	8,033,786	5,346,893	4,786,149	1,593,303
	8,033,786	5,346,893	4,786,149	1,593,303

Sensitivity for fixed rate instruments

Cash and cash equivalents

A change of 100 basis points in interest rates at the reporting date would have increased/(decreased) the profit or loss and the net equity by approximately \$250 for the Association (2021: \$556) and \$388 for the Consolidated Entity (2021: \$830). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2021.

Sensitivity analysis for variable rate instruments

Cash and cash equivalents

A change of 100 basis points in interest rates at the reporting date would have increased/(decreased) the profit or loss and the net equity by approximately \$6 for the Association (2021: \$nil) and \$14 for the Consolidated Entity (2021: \$nil). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2021.

Loans and borrowings

An increase of 100 basis points in interest rates at the reporting date would have decreased the profit or loss and the net equity by \$nil for the Consolidated Entity (2021: \$nil). An decrease of 100 basis points in interest rates at the reporting date would have increased the profit or loss and the net equity by \$nil for the Consolidated Entity (2021: \$nil). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2021.

Fair values

The carrying amounts of financial assets and liabilities shown in the Statement of Financial Position approximate their fair values.

17 RELATED PARTIES

Key management personnel compensation

The key management personnel of the Association and the Consolidated Entity are the Board of Directors and the CEO, and Executive Management personnel. Compensation paid to key management personnel is as follows:

	Consolidated Entity		Association	
	2022	2021	2022	2021
	\$	\$	\$	\$
Short-term employment benefits	1,358,911	1,274,674	1,136,654	1,075,999
Long-term employment benefits	29,122	50,378	29,122	50,378
Post-employment benefits	88,392	84,189	66,166	65,332
	1,476,425	1,409,241	1,231,942	1,191,709

Other key management personnel transactions

There were no transactions between the Consolidated Entity and its directors or directors of subsidiaries.

Other related parties

The Association received management fee income from the following related parties for the provision of services as follows:

	2022	2021
	\$	\$
ClubsAustralia Incorporated	150,000	150,000
The Club Directors Institute Limited	160,000	160,000
ClubBIZ Trust	20,000	20,000
Clubs Australia Industrial	50,000	50,000
	380,000	380,000

Wholly-owned group

The Association incurs rent and motor vehicle charges from a subsidiary, Registered Clubs Association Holdings Pty Limited. This amounted to \$566,866 during the year ended 30 June 2022 (2021: \$593,436).

All transactions are in the normal course of business and on normal terms and conditions.

Pursuant to royalty agreements, ClubKENO Holdings Pty Ltd (CKH) paid royalties in relation to the Keno game to the Association during the year ended 30 June 2022 of \$4,860,109 (2021: \$6,017,449), and the Association through its Keno Department has provided administrative and promotional services to CKH. An amount equal to the royalties received net of the cost of the services provided to CKH is transferred annually by the Association to its Club Future Fund – refer Note 14.

ClubKENO Holdings Pty Ltd contributed \$2,072,430 (2021: \$2,473,419) direct to the Association's industry-wide communication campaign.

Premiums in respect of directors and officers liability insurance have been paid by the Association during the year, relating to both the Association and its subsidiaries.

Certain subsidiaries within the Consolidated Entity are part of a tax consolidated group. The head entity in the tax consolidated group is Clubs N.S.W. Pty Limited. The members of the tax consolidated group have entered into a tax funding agreement which sets out funding obligations in respect of tax amounts – refer Note 1 (I). Tax balances have been transferred through inter-entity accounts at year end pursuant to the tax funding agreement.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

17 RELATED PARTIES (CONTINUED)

The inter-entity receivable and payable balances are interest free and are at call. Refer to Notes 5 and 9 for inter-entity receivable and payable balances.

During the year, the Association paid \$221,990 (2021: \$268,633) in membership fees to ClubsAustralia Incorporated.

Transactions with equity accounted investee

The Association received advertising fee revenue from Hospitality Employers Mutual during the year ended 30 June 2022 of \$681,344 (2021: \$764,672).

The Association recognised Corporate Partnership revenue from Hospitality Employers Mutual during the year of \$93,197 (2021: \$92,330).

Both of the above transactions between the Association and Hospitality Employers Mutual were conducted in the normal course of business of the Association.

Hospitality Employers Mutual declared a dividend of \$nil in respect of the year ended 30 June 2022 (2021:nil). It is noted that the loan to Hospitality Employers Mutual has been fully repaid as at 30 June 2022 and future dividends received are noted as cash.

18 EVENTS SUBSEQUENT TO REPORTING DATE

Following completion of the demerger of The Lottery Corporation Limited (TLC) from Tabcorp Holdings Limited (Tabcorp) on 1 June 2022, and in the interval between the end of the financial year and the date of this report, ClubKeno Holdings Pty Ltd (CKH) has executed a Deed of Novation (Guarantee Novation Deed) documenting CKH's agreement to the novation of the obligations from Tabcorp to TLC as the guarantor of Keno (NSW) Pty Ltd (the operating company of the game of Keno in New South Wales) under the Implementation Deed dated 25 June 2016.

19 GROUP ENTITIES

Subsidiaries	Country of incorporation	Ownership interest	
		2022 %	2021 %
Clubs N.S.W. Pty Limited	Australia	100	100
ClubKENO Holdings Pty Limited	Australia	100	100
Registered Clubs Association Holdings Pty Limited	Australia	100	100
ClubsNSW Expo Holdings Pty Limited	Australia	100	100
The Club Directors Institute Limited	Australia	-	-
ClubBIZ Holdings Pty Limited	Australia	100	100
ClubsNSW Insurance Holdings Pty Limited	Australia	100	100
ClubPASS Holdings Pty Ltd (previously known as Club Technologies NSW Pty Ltd)	Australia	100	100
ClubsNSW IP Holdings Pty Ltd (previously known as Club Technologies Finance Pty Ltd)	Australia	100	100
Venue Technologies NSW PTY LTD	Australia	100	100
ClubsNSW Digital Services Pty Ltd	Australia	100	100
ClubPASS Holdings Trust	Australia	100	-
ClubsNSW IP Holdings Trust	Australia	100	-

Clubs N.S.W. Pty Limited is a non operating entity which holds the ownership interest in each of the other subsidiaries with the exception of the Club Directors Institute Limited. It is also the head entity of the tax-consolidated group – refer Note 1 (I).

ClubPASS Holdings Trust and ClubsNSW IP Holdings Trust were established during the year and there was no financial activity for the year ended 30 June 2022.

(a) **ClubKENO Holdings Pty Limited:**

	2022	2021
	\$	\$
Revenue		
Apportionment of Keno subscriptions	14,147,891	17,731,913
Interest	14,605	27,366
Sundry revenue	-	35,420
Total revenue	14,162,496	17,794,699
Expenditure		
Directors' fees and associated payroll costs	249,560	226,445
Directors' expenses	12,000	12,000
Communication network fees	2,015,961	2,520,277
Keno promotion support	419,992	525,058
Duty contribution	-	537,749
Royalties — club subscriptions	4,578,514	5,670,749
Royalties — casino subscriptions	13,934	10,171
Royalties — hotel subscriptions	267,661	336,535
Keno Sponsorship	955,149	387,081
Keno Game Promotion	145,886	835,000
Communications campaign	2,072,430	2,607,637
Additional commissions — clubs	3,398,250	4,102,885
Other operating expenses	33,159	23,112
Total expenditure	14,162,496	17,794,699
Profit/(loss) before income tax	-	-
Income tax expense (benefit)	-	-
Net profit/(loss) for the year	-	-
Other comprehensive income	-	-
Total comprehensive income for the period	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022 (continued)

19 GROUP ENTITIES (CONTINUED)

(b) Registered Clubs Association Holdings Pty Limited:		2022	2021
		\$	\$
Revenue			
Rental income		582,489	593,436
Total revenue		582,489	593,436
Expenditure			
Office occupancy		172,839	199,296
Building maintenance		10,160	10,984
Administration		16,706	12,265
Depreciation		314,322	326,499
Total expenses		514,027	549,044
Profit before income tax		68,462	44,392
Income tax expense		(21,264)	(14,478)
Net profit for the year		47,198	29,914
Other comprehensive income		-	-
Total comprehensive income for the period		47,198	29,914
(c) The Club Directors Institute Limited:		2022	2021
		\$	\$
Revenue			
Membership subscriptions		337,426	331,241
Sale of goods		2,234	2,080
Sundry revenue		-	1,309
Total revenue		339,660	334,630
Expenditure			
Printing and stationery		8,115	10,681
Postage and distribution		22,144	16,902
Professional services		173,714	169,088
Travel and accommodation		707	8,086
Conference venues		8,825	3,517
Subscriptions		60,000	60,000
Other		1,143	407
Total expenditure		274,648	268,681

19 GROUP ENTITIES (CONTINUED)

(c) The Club Directors Institute Limited (continued):

Profit before tax

Income tax expense

Profit for the year

Other comprehensive income

Total comprehensive income for the year

	2022	2021
	\$	\$
Profit before tax	65,012	65,949
Income tax expense	-	-
Profit for the year	65,012	65,949
Other comprehensive income	-	-
Total comprehensive income for the year	65,012	65,949

(d) ClubBIZ Holdings Pty Limited:

This subsidiary acts as Trustee for the ClubBIZ Trust. The ClubBIZ Trust was established for the purpose of benefiting the general community in NSW by providing financial assistance to registered clubs within NSW that are in financial need or hardship. The ClubBIZ Trust is not part of the Consolidated Entity as it is not controlled by the Association.

ClubBIZ Holdings Pty Limited:

Revenue

Expenditure

Profit/(loss) before income tax

Income tax

Net profit/(loss) for the year

Other comprehensive income

Total comprehensive income for the period

	2022	2021
	\$	\$
Revenue	-	-
Expenditure	-	-
Profit/(loss) before income tax	-	-
Income tax	-	-
Net profit/(loss) for the year	-	-
Other comprehensive income	-	-
Total comprehensive income for the period	-	-

Right of Indemnity

ClubBIZ Holdings Pty Ltd acts solely as trustee of the ClubBIZ Trust and, in that capacity, liabilities have been incurred on behalf of the Trust.

Such liabilities are only recognised in the Financial Report of ClubBIZ Holdings Pty Ltd when it is probable that the Association will have to meet these liabilities and, a right of indemnity from the Trust's assets is also recognised, measured at the fair value of the Trust's assets.

The book value of the assets of the ClubBIZ Trust, based on the Trust's accounting policies and as reflected in the Trust's Statement of Financial Position as at 30 June 2022, exceeds the liabilities of the Trust as at 30 June 2022 (refer below).

The directors of ClubBIZ Holdings Pty Ltd believe that the assets of the Trust are both in a form appropriate and sufficient to meet the trustee's right of indemnity from the Trust for liabilities incurred on behalf of the Trust as and when they fall due. In making this assessment, directors had regard to the market value of the underlying assets of the Trust. However, the Trust's assets supporting the right of indemnity are not directly available to meet any liabilities incurred by ClubBIZ Holdings Pty Ltd in its own right.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

19 GROUP ENTITIES (CONTINUED)

ClubBIZ Trust

The Statements of Profit or Loss and Other Comprehensive Income for the period ended 30 June 2022 and the Statement of Financial Position as at 30 June 2022 of the ClubBIZ Trust, which is not part of the Consolidated Entity, are summarised as follows:

Statements of Profit or Loss and Other Comprehensive Income

ClubBIZ Trust:

	2022	2021
	\$	\$
Revenue		
Interest income	5,528	12,887
Total Revenue	5,528	12,887
Expenditure		
Professional services	33,166	31,989
ClubBIZ distributions from income	-	20,000
Insurance	8,250	7,500
General expenses	336	336
Total expenditure	41,752	59,825
Loss before income tax	(36,224)	(46,938)
Income tax benefit/(expense)	730	(27,582)
Net loss for the year	(35,494)	(74,520)
Other comprehensive income	-	-
Total comprehensive loss for the period	(35,494)	(74,520)

19 GROUP ENTITIES (CONTINUED)

(d) ClubB/Z Holdings Pty Limited (continued)

ClubB/Z Trust

Statement of Financial Position

	2022	2021
	\$	\$
Current assets		
Cash and cash equivalents	1,650,023	1,677,078
Trade and other receivables	1,680	3,073
Total current assets	1,651,703	1,680,151
Non-current assets		
Deferred income tax benefit	3,983	3,253
Total non-current assets	3,983	3,253
Total assets	1,655,686	1,683,404
Current liabilities		
Trade and other payables	17,846	10,070
Total current liabilities	17,846	10,070
Total liabilities	17,846	10,070
Net assets	1,637,840	1,673,334
Accumulated funds		
Settled fund	10	10
Undistributed funds	1,637,830	1,673,324
Total accumulated funds	1,637,840	1,673,334

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2022 (continued)

19 GROUP ENTITIES (CONTINUED)

(e) ClubsNSW Insurance Holdings Pty Limited:

	2022	2021
	\$	\$
Revenue	-	414,958
Expenditure	12,282	12,284
(Loss)/Profit before income tax	(12,282)	402,674
Income tax (expense)/benefit	(44,411)	3,685
Net (loss)/profit for the year	(56,693)	406,359
Other comprehensive income	-	-
Total comprehensive (loss)/profit for the period	(56,693)	406,359

(f) ClubsNSW Expo Holdings Pty Limited:

	2022	2021
	\$	\$
Revenue	-	-
Expenditure	4,002	3,928
Loss before income tax	(4,002)	(3,928)
Income tax (expense)/benefit	(5,461)	1,179
Net loss for the year	(9,463)	(2,749)
Other comprehensive income	-	-
Total comprehensive loss for the period	(9,463)	(2,749)

20 CONTINGENCIES

During the financial year ended 30 June 2022, the Association is the defendant in legal proceedings brought by a former employee. The Association has also brought about legal proceeding against the former employee. In the Directors' opinion, it is not probable that an economic outflow will result from these claims, and disclosure of any further information would be prejudicial against the interests of the Consolidated Entity.



INDEPENDENT AUDITOR'S REPORT

Opinion

We have audited the Financial Report of The Registered Clubs Association of New South Wales ('the Association') and its controlled entities ('the Consolidated Entity').

In our opinion, satisfactory accounting records were kept by the Association and its controlled entities during the year including:

- a. Records of the sources and nature of income, including income from members; and
- b. Records of the nature and purpose of expenditure.

In our opinion, the accompanying Financial Report of the Consolidated Entity as at 30 June 2022 is prepared, in all material respects, in accordance with section 510 of the *Industrial Relations Act 1991*, was properly drawn up so as to give a true and fair view of:

- c. The financial affairs of the Association and the Consolidated Entity as at 30 June 2022; and
- d. The results of the cash flows of the Association and the Consolidated Entity for the year then ended.

All information and explanations which were required for the purpose of our audit were provided.

The Financial Report comprises:

- Statements of financial position as at 30 June 2022
- Statements of profit or loss and other comprehensive income, statements of changes in equity, and statements of cash flows for the year then ended
- Notes including a summary of significant accounting policies
- Directors' Declaration.

The Consolidated Entity consists of The Registered Clubs Association of New South Wales ('the Association') and the entities it controlled at the year-end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Consolidated Entity and the Association in accordance with the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* ('the Code') that are relevant to our audit of the *Financial Report* in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

Restriction on use

The Financial Report has been prepared to assist the Directors of The Registered Clubs Association of New South Wales in complying with the financial reporting requirements of section 510 of the *Industrial Relations Act 1991*.

As a result, the Financial Report and this Auditor's Report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Our report is intended solely for the Directors of The Registered Clubs Association of New South Wales and the NSW Industrial Relations Commission, and should not be used by or distributed to parties other than the Directors of The Registered Clubs Association of New South Wales and the NSW Industrial Relations Commission.

We disclaim any assumption of responsibility for any reliance on this report, or on the Financial Report to which it relates, to any person other than the Directors of the Registered Clubs Association of New South Wales and the NSW Industrial Relations Commission or for any other purpose than that for which it was prepared.

Other Information

Other Information is financial and non-financial information in The Registered Clubs Association of New South Wales's annual reporting which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

The Other Information we obtained prior to the date of this Auditor's Report was the Directors' Report and the Accounting Officer's Report.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- the preparation of the Financial Report that gives a true and fair view in accordance with the financial reporting requirements of the *Australian Accounting Standards* and section 510 of the *Industrial Relations Act 1991*
- implementing necessary internal control to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error
- assessing the Association and the Consolidated Entity's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Association and the Consolidated Entity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be

expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf. This description forms part of our Auditor's Report.



KPMG

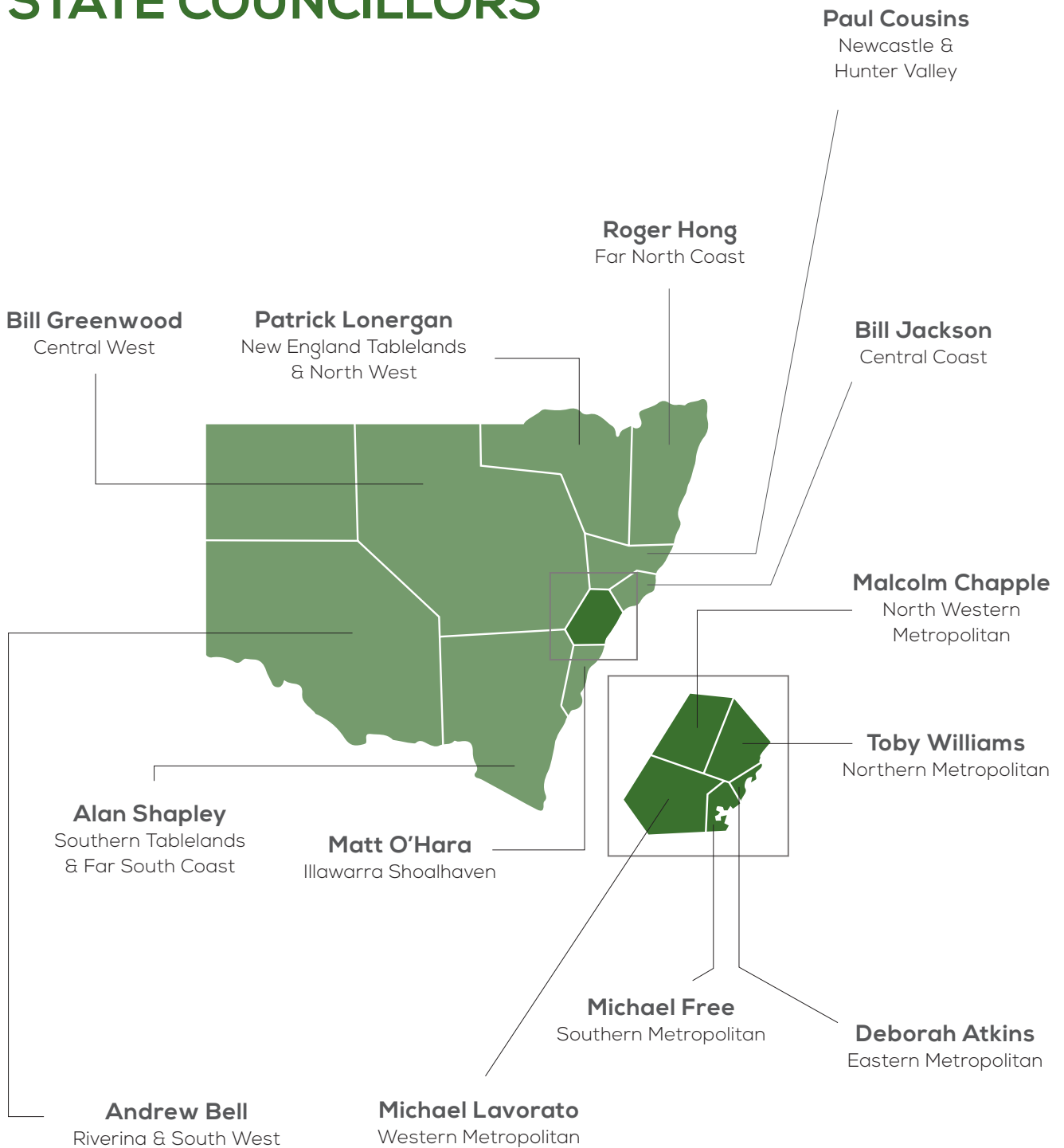


Cameron Roan, Partner
Sydney

22 August 2022

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STATE COUNCILLORS





MEMBER CLUBS

LEGEND

Member Clubs

Parent Clubs

Amalgamated Clubs

Additional Premises

1 Newcastle & Hunter Valley

Aberdeen Bowling Club
 Aberdeen RSL & Citizens Club
 Abermain Bowling & Recreation Club
 Adamstown Bowling Club Co-op
 Alder Park Sports Club Co-operative
 Bar Beach Bowling and Sporting Club
 Bellbird Park Bowling Club
 Bellbird Workers Club
 Belmont 16 Foot Sailing Club
 Belmont Golf Club
 Beresfield Bowling Club
 Boolaroo Bowling & Recreation Club
 Co-operative Society

Branxton Golf Club
 Budgewoi Soccer Club
 Cardiff Bowling Club
 Cardiff RSL Club
 Carrington Bowling Club
 Central Leagues Club
 Cessnock Ex-Services Club
Cessnock Hospitality Group
Charlestown Bowling Club
 Charlestown Golf Club
 Clarence Town Bowling, Sport
 and Recreation Club
 Club Macquarie
 Croatian Wickham Sports Club

Denman Co-operative Bowling Club
 Denman Sub-Branch RSL & AILA Club
 Dora Creek & District Workers
 Co-operative Club
 Dungog District Golf Club
 Dungog Memorial Bowls, Sport
 & Recreation Club
 Dungog Memorial RSL Club
 East Cessnock Bowling Club
East Leisure and Golf
East Maitland Bowling Club
 Edgeworth Bowling Club Co-operative
 Fingal Bay Bowls, Sport & Recreation Club
 Gallipoli Legion Club Newcastle

Gresford Bowling Club
 Greta Workers Sports & Recreation Club
 Hamilton North Bowling Club Co-operative
 Hawks Nest Golf Club
 Heaton Birmingham Gardens Bowling Club
 Hexham Bowling Club Co-operative
 Kahibah Bowling Club Co-operative
 Karuah & District RSL Club
 Kotara Bowling & Recreation Club Co-op
 Kurri Golf Club
 Kurri Kurri Bowling Club
 Lake Macquarie Yacht Club
Lambton Bowls Sports and Recreational Club
Co-operative
 Lemon Tree Passage Bowling Club Co-operative
 Lorn Park Bowls Sports & Recreation Club
 Lowlands Bowling Club
 Maitland City Bowls, Sports & Rec Club
 Maitland Park Bowling & Sporting Complex
 Marks Point Bowling Club
 Mayfield Bowling Club Co-operative
 Mayfield Ex Services Club
 Mayfield West Bowling Club Co-operative
 Merewether Bowling Club
 Merewether Golf Club
 Merriwa RSL Club
 Merriwa Sports Club
 Muree Golf Club
 Murrurundi Bowling Club
 Muswellbrook & District Workers Club
Muswellbrook Golf Club
Muswellbrook RSL Sub-Branch Club
 Nelson Bay Bowling & Recreation Club
 Nelson Bay Golf Club
 Newcastle & Port Stephens Game Fishing Club
 Newcastle Club
 Newcastle Cruising Yacht Club
 Newcastle Golf Club
Paxton Bowling Club
 Pelican Flat RSL Sub-Branch Club
 Rathmines Memorial Bowling Club Co-operative
 Raymond Terrace Bowling Club Co-operative
 Redhead Bowling Club Co-operative
 Royal Motor Yacht Club Toronto
 Scone Bowling Club
Scone RSL Club
Scone Sporties
 Shortland Waters Golf Club
 Singleton Bowling Club Co-operative
 Singleton Golf Club Co-operative
Singleton Returned Servicemen's Club
Singleton Returned Servicemen's
Club - Alroy Park Complex
 Singleton Rugby Club
 Soldiers Point Bowling Club
 South Newcastle Rugby League Club

Stockton Bowling Club Co-operative
Stockton RSL & Citizens Club
 Stroud & District Country Club
Summerland Sporties
 Swansea RSL Club
 Swansea Workers Co-op Club
Tanilba Bay Golf Club
 Tea Gardens Country Club
 Telarah Bowling Club
 Teralba Bowling Club Co-operative
Tilligerry RSL Sports Club
Toronto Country Club
Toronto District Workers Club
 Toronto RSL Memorial Club
 Valentine Bowling Club
Wallsend Bowling Club Co-operative
Wallsend RSL & Community Club
 Wangi Bowling Club Co-operative
 Wangi District Workers Club
 Wangi RSL Sub-Branch Club
 Waratah Golf Club
 Warners Bay Bowling Club Co-operative
 Water Board Bowling Club
Western Suburbs (N'cle) Leagues Club
 Weston District Workers' Co-operative
Wests Bowling Club
Wests Cardiff
Wests City
Wests Mayfield
Wests Nelson Bay
 West Wallsend Workers Club
 Windale Gateshead Bowling Club

2 Far North Coast

Alstonville Plateau Bowls and Sports Club
 Ballina Bowling & Recreation Club
 Ballina Golf & Sports Club
 Ballina RSL Club
 Bangalow Bowling & Sports Club
 Bellingen RSL Country Club
 Black Head Bowling Club
 Bonalbo Bowling & Recreation Club
 Bowraville Recreation Club Co-operative
 Broadwater Bowling Club
 Brooms Head Bowling & Recreation Club
 Bulahdelah Bowling Club
 Bulahdelah Golf Club
 Burringbar District Sports Club
 Byron Bay Bowling & Recreation Club
 Byron Bay Golf Club
 Byron Bay Services Club
 Cabarita Beach Sports Club
 Casino Golf Club
 Casino Returned Servicemens Memorial
CEX — Urunga

Club Banora
 Club Goonellabah
 Club Harrington
 Club North Haven
Club Old Bar
 Club Scotts
 Club Taree
 Club Tweed
Club West
Coffs Ex-Services Memorial and Sporting Club
Coffs Harbour & District Ex-Servicemens
& Womens Memorial Club
 Coffs Harbour Golf Club
 Coffs Harbour Rugby League Football Club
 Coffs Harbour Surf Life Saving Club
 Coffs Harbour Yacht Club
 Comboyne Ex-Servicemen's & Citizen's Club
 Condong Bowling Club
 Coolangatta & Tweed Heads Golf Club
 Coraki Golf Club
 Coraki Memorial Bowling Club
 Crescent Head Country Club
 Cudgen Headland Surf Life Saving Club
 Cudgen Leagues Club
 Dorrigo Memorial RSL Club Co-operative
 East Lismore Bowling Club
Evans Head Bowling Club
 Forster Bowling Club
Forster Tuncurry Golf Club
Forster Tuncurry Memorial Services Club
 Frederickton Golf Club
 Gloucester Bowling & Recreation Club
 Gloucester Country Club
 Gloucester Soldiers Club
 Grafton District Golf Club
 Grafton District Services Club
Great Lakes Country Club
 Hat Head Bowling & Recreation Club
 Hibbard Sports Club
 Iluka Bowling Club
 Iluka Golf Club
Italo - Australian Sports & Recreation Club
 Kempsey Golf Club
 Kempsey Heights Grand United Bowling
 & Recreation Club
Kempsey Macleay RSL Bowling
And Sporting Club
Kempsey Macleay RSL Club
 Kendall Services & Citizens Club
Kew Country Club
 Kingscliff Bowls Club
 Kyogle Bowling Club
 Kyogle Golf Club
 Lake Cathie Bowling & Recreation Club
 Lansdowne Bowling & Recreation Club
Laurieton United Services Club

Lennox Head Community Sports
& Recreation Club

Lismore & District Workers Club

Lismore City Bowling and Recreation Club

Lismore Heights Sports Recreation

And Community Club

Lismore Workers Golf Club

Lismore Workers Sports Club

Macksville Country Club

Macksville District Ex-Servicemens Club

Maclean & District Bowling Club Co-operative

Maclean Golf Club

Manning Point Bowling Club

Mullumbimby Bowling Club

Mullumbimby Ex-Services Club

Mullumbimby Golf Club

Mullumbimby Rugby League Football Club

Murwillumbah Brothers Rugby League
Football Club

Murwillumbah Golf Club

Murwillumbah Services Memorial Club

Nambucca Heads Bowling & Recreation Club

Nambucca Heads Island Golf Club

Nambucca Heads RSL Club

Nambucca Leagues & Sports Club

North Beach Recreation & Bowling Club

Ocean Shores Country Club

Pacific Palms Bowling Club

Pacific Palms Recreation Club

Park Beach Bowling Club

Port Macquarie City Bowling Club

Port Macquarie Golf Club

Port Macquarie Panthers

Pottsville District Bowls & Sports Club

Red Rock Bowling & Recreation Club

Sawtell Bowling & Recreation Club

Sawtell Golf Club

Sawtell RSL Club

Seagulls Club

Smithtown Sport and Recreation Club

South Grafton Bowling Sports
and Recreation Club

South Grafton District Ex-Servicemen's Club

South Lismore Bowling & Recreation Club

South Tweed Heads Bowls Club

South West Rocks Country Club

Sporties Tuncurry

Stuarts Point Workers Recreation & Bowls Club

Taree Aquatic Club

Taree Leagues Sports Club

Taree Railway Institute Bowling Club

Telegraph Point Sports & Recreation Club

The Westport Club

Tuncurry Beach Bowling Club

Twin Towns Juniors Club

Twin Towns Services Club

Ulong & District Ex-Servicemen's & Women's
Memorial Club

Urbenville & District Bowling Club

Urunga Bowling Club

Wauchope Country Club

Wauchope RSL Club

Wingham Bowling Club

Wingham District Memorial Services Club

Wingham Golf Club

Woodburn Bowling Club

Woodburn Evans Head Golf Club

Woodburn Evans Head RSL Club

Woolgoolga Returned Services Club

Woolgoolga Returned Services Golf Club

Wooli Bowling & Recreation Club Co-operative

Yamba Bowling & Recreation Club

Yamba Golf & Country Club

3 New England Tablelands & North West

Armidale City Bowling Club

Armidale Ex-Services Memorial Club

Armidale Golf Club

Ashford Memorial Bowling Club

Barraba Bowling Club

Barraba Ex-Servicemen's Club

Bellata Golf Club

Bingara Returned Servicemen's Club

Bingara Sporting Club

Boggabilla Town & Country Club

Boggabri RSL Memorial Club

Bundarra Sports and Recreation Club

Collarenebri Club

Croppa Creek Bowling Club

Glen Innes & District Services Club

Glen Innes Bowling Club

Glen Innes Golf Club

Grawin Opal Miners Sports & Recreation Club

Gunnedah Golf Club

Gunnedah Rugby Club

Gunnedah Services & Bowling Club

Guyra Bowling & Recreation Club

Inverell East Bowling Club

Inverell Golf Club

Inverell Returned Servicemen's Club

Kootingal & District Bowling Club

Lightning Ridge District Bowling Club

Manilla Bowling Club

Manilla RSL & Ex-Servicemens Club

Moree & District Services Club

Moree Golf Club

Narrabri Bowling Club

Narrabri Golf Club

Narrabri RSL Memorial & Citizens Club

New England Club

North Tamworth Bowling Club

Quirindi Bowling Club

Quirindi RSL Golf Club

Quirindi RSL Sub-Branch Club

South Tamworth Bowling Club

Tamworth Aero Club (T-Air)

Tamworth City Bowling Club

Tamworth Golf Club

Tamworth Services Club

Tenterfield Bowling Club

Tenterfield Golf Club

The Courts @ East

Tingha Sport & Recreation Club

Town & Country Club

Upper Horton Sports Club

Uralla Bowling & Recreation Club

Uralla Golf Club

Walcha Bowling & Recreation Club

Walgett District Sporting Club

Walgett RSL Memorial Club

Warialda Golf & Bowling Club

Wee Waa & District Bowling Club

Wee Waa Golf Club

Werris Creek Bowling & Tennis Club

Werris Creek Golf Club

West's Diggers

West Tamworth League Club

West Tamworth Sports & Bowling Club

4 Central West

Baradine Bowling and Sporting Club

Bathurst Golf Club

Bathurst Panthers

Bathurst RSL Club

Binnaway Bowling Club

Blackheath Golf Club

Blayney Golf Club

Bourke Bowling Club

Brewarrina RSL Club

Canowindra Bowling Club

Canowindra Golf Club

Canowindra Services & Citizens Club

Cassilis Bowling Club

Club Dubbo

Club Millthorpe

Cobar Bowling & Golf Club

Cobar Memorial Services & Bowling Club

Condobolin RSL Club

Condobolin Sports Club

Coolah Sporting Bowling Club

Coonabarabran Bowling Club Co-operative

Coonabarabran Golf Club

Coonamble Bowling Club

Coonamble Golf Club

Cowra Bowling Club

Cowra Golf Club
 Cowra Services Club
 Cudal Bowling Club
 Cumnock Bowling Club
 Dubbo Golf Club
Dubbo RSL Memorial Club
 Dunedoo Bowling Club
 Dunedoo Sports Club
 Eugowra Bowling Club
 Forbes Services Memorial Club
 Forbes Sports & Recreation Club
 Geurie Bowling Club
 Gilgandra Services Club
 Gooloogong Country Club
 Grenfell Bowling Club
 Gulargambone Bowling Club
 Gulgong Bowling & Sporting Club
 Gulgong RSL Club
 Hazelbrook Bowling & Sporting Club
 Co-operative
 Henbury Sport & Recreation Club
 Jets Sports Club
 Kandos Returned Services Community Club
 Katoomba RSL
 Lawson Bowling Club
 Leura Golf Club
 Lithgow & District Workmen's Club
 Lithgow City Bowling Club
 Lithgow Golf Club
 Macquarie Club (Dubbo)
 Majellan Bowling Club
 Manildra Bowling Club
 Mendooran Bowling Club
 Mendooran - Merrygoen Memorial Club
 Co-operative
 Molong RSL Club
 Mudgee Golf Club
 Mudgee Soldiers Club
 Narromine Bowling Club
 Narromine Golf Club
 Narromine United Services Memorial Club
North Dubbo RSL Sporties
 Nyngan Bowling Club
 Nyngan Golf Club
 Nyngan RSL & Civic Club
 Oberon RSL Club
 Oberon Rugby Football Club
 Orange City Bowling Club
Orange Ex-Services Club
Orange Ex-Services Country Club
 Orange Golf Club
 Orange Waratah Sports Club
 Parkes Bowling and Sports Club
 Parkes Golf Club Co-operative
 Parkes Service & Citizens Club Co-operative
 Peak Hill Bowling Club Co-operative

Peak Hill Ex-Services & Citizens Club
 Portland Bowling Club Co-operative
 Portland Golf Club
 Portland RSL Sport Recreation Club
 Rylstone Club
 Springwood Country Club
Springwood Sports Club
 Tottenham Bowling Club
 Tottenham Golf Club
 Trangie Bowling Club
 Trangie United Services Memorial Club
Trundle Services & Citizens Club
Trundle Services Golf Club
 Tullamore Bowling & Citizens Club
 Wallerawang Bowling Club
 Warren & District United Services Club
 Warren Golf Club
 Wellington Golf Club
 Wellington Soldiers Memorial Club
 Wentworth Falls Country Club
Wentworth Golf Club
 Woodstock Bowling, Sport and Recreation Club
 Wyangala Dam Country Club
 Yeoval Bowling Club

5 Riverina & South West

Adelong Services Citizens & Bowling Club
 Albury Soldiers Sailors & Airmens Club
 Ardlethan Bowling & Recreation Club
 Arian Park Bowling & Recreation Club
 Balranald District Ex-Services Memorial Club
 Barellan & District War Memorial Club
Barham & District Services Memorial Club
Barham Golf & Country Club
Barooga Sports Club
 Barrier Social Democratic Club
Batlow RSL Bowling Club
Batlow RSL Club
 Berrigan Sports Club
 Boorowa Ex-Services & Citizens Club
 Broken Hill Musicians Club
 Broken Hill Sturt Club
 Club Mulwala
 Club Tumut
Cobram-Barooga Golf Club
 Coleambally Community Club
Commercial Club (Albury)
Commercial Golf Resort
 Coolamon Sport and Recreation Club
Coomealla Golf
Coomealla Memorial Sporting Club
 Cootamundra Country Club
 Cootamundra Ex-Servicemen's & Citizen's
 Memorial Club
 Coro Club

Corowa Golf Club
 Corowa RSL Club
 Culcairn Bowling & Recreation Club
 Darlington Point Club
 Deniliquin Bowling Club
 Deniliquin Club
 Deniliquin Golf Club
 Deniliquin RSL Club
 Echuca - Moama RSL & Citizens Club
 Euston Bowling & Recreation Club
Exies Sport Club
 Finley Bowling Club
 Finley Golf Club
 Finley Returned Soldiers Club
 Ganmain & District Sports Club
 Goolgowi Ex-Servicemen's Memorial Club
Griffith Ex-Servicemen's Club
 Griffith Golf Club Co-operative Society
Griffith Leagues Club Northside
Griffith Leagues Club Southside
 Gundagai District Services Club
 Harden Country Club
 Harden District Bowling Club
 Hay Services Club
 Henty Community Club
 Hillston Ex-Servicemen's & Citizens' Club
 Holbrook Returned Servicemen's Club
 Howlong Country Golf Club
 Humula Citizens Sports Club
 Jerilderie Golf Club
 Junee Bowling Club
 Junee Ex-Services Memorial Club
 Lake Cargelligo Bowling Club
 Leeton & District Bowling Club
 Leeton Soldiers Club
 Lockhart Ex-Servicemen's Club
 Mathoura District & Servicemen's Bowling Club
 Moama Bowling Club
 Moulamein Bowling Club
 Mulwala Water Ski Club
 Murray Downs Golf & Country Club
 Narrandera Ex Servicemen's Club
 Oaklands RSL Bowling Club
 Rich River Golf Club
 Riverina Australian Football Club
 Rosewood Golf Club
 Silver City Workingmen's Club
 South Broken Hill Golf Club
 Stockinbingal Bowling Club
 Talbingo Country Club
 Tarcutta RSL & Citizen's Club
 Temora Bowling & Recreation Club
 Temora Ex-Services Memorial Club
 Temora Golf Club
 The Albury Club
 The Binalong Community Club

The Riverine Club
 The Rock Memorial Bowling Club
Thurgoona Country Club Resort
 Tocumwal Golf Club
 Tooleybuc Sporting Club
 Tumbarumba Bowling Club
 Tumbarumba Golf Club
 Tumut Golf Club
 Ungarie District Bowling Club
 Urana Bowling Club
 Wagga RSL Club
 Wagga Wagga Boat Club
 Wagga Wagga Country Club
 Wakool & District Services Memorial Sports Club
 Walla Walla Bowling & Recreation Club
 Weethalle Country Club
 West Wyalong Bowling Recreation Club
West Wyalong Services & Citizens Club
West Wyalong Services & Citizens Sports Club
 Whitton Bowling & Recreation Club
 Wilcannia Golf Club
 Yarrawonga & Border Golf Club
 Yenda Diggers Club
 Yerong Creek Bowling Club
 Yoogali Club
Young Bowls
Young Services & Citizens Co-operative Club

6 Southern Tablelands & Far South Coast

Adaminaby Bowling & Sports Club
 Antill Park Country Club
Bargo Sports Club
 Batemans Bay Soldiers Club
Bega Country Club
 Bermagui Country Club
 Bodalla Bowling & Recreation Club
 Bombala RSL Club
 Bowral Golf Club
 Braidwood Servicemen's Club
 Canberra Highlands Society & Burns Club
Canberra Labor Club
 Canberra Southern Cross Club
City Labor Club
 Captains Flat RSL & Citizens Bowling Club
 Catalina Country Club
Club Bega
 Club Bowral
Club Dalmeny
Club Narooma
 Coolamatong Snowy Mountains Country Club
 Cooma Ex-Services Club
 Crookwell Golf Club
 Crookwell Services Club

Delegate Country Club
 Eden Fishermen's Recreation Club
Ginninderra Labor Club
 Goulburn & District Soldiers Club
 Goulburn Club
 Goulburn Golf Club
Goulburn Railway Bowling Club Co-op
 Goulburn Workers Club
 Hellenic Club of Canberra
 Highlands Golf Club
 Jindabyne Bowling & Sports Club
 Lake Conjola District Bowling Club
Malua Bay Bowling and Recreation Club
 Merimbula-Imlay Bowling Club
 Merimbula RSL Club
 Milton & Ulladulla Bowling Club Co-operative
 Milton Ulladulla Ex-Servos Club
 Mittagong RSL Club
 Mollymook Beach Bowling & Recreation Club
Mollymook Golf Club
Mollymook Golf Club (Hill Top)
 Moruya Bowling & Recreation Club
 Moruya Golf Club
 Moss Vale Golf Club
 Moss Vale Services Club
 Narooma Golf Club
 Nimmitabel Country Club
 Oakdale Workers Sports & Recreation Club
 Pambula Merimbula Golf Club
 Picton Bowling Club
 Queanbeyan Australian Football Club
 Queanbeyan Golf Club
 Queanbeyan Kangaroo Rugby League Football Club
 Queanbeyan Leagues Club
 Queanbeyan RSL Memorial Bowling Club
 Robertson Bowling Club
 Taralga Sports Club
 Tathra Beach Bowling Club
 Tathra Beach Country Club
 The Bundanoon Club
 Tomakin Sports & Social Club
 Tuggeranong Valley Rugby Union & Sports Club
 Tura Beach Country Club
 Tuross Head Country Club
Weston Creek Labor Club
 Yass Bowling Club
 Yass Golf Club
 Yass Soldiers Club
 Yowani Country Club

7 Illawarra Shoalhaven

AGA Club Germania
 Albion Park Bowling & Recreation Club
 Albion Park RSL Memorial Club

Bellambi Bowling Recreation & Sports Club
Berkeley Sports Club
Berry Bowling Club
Bomaderry Bowling Club
Bomaderry RSL Club
 Bulli Club
 Callala RSL Country Club
City Diggers Wollongong
 City of Wollongong Tennis Club
 Club Jervis Bay
 Coledale RSL Club
Collegians' Orb Bowling Club
Collegians' Port Kembla Leagues Club
Collegians RLFC Balgownie
Collegians Rugby League Football Club
 Corrimal Bowling Club
 Corrimal RSL Memorial Club
 Culburra Bowling & Recreation Club
 Currarong Bowling & Recreation Club
 Dapto Citizens Bowling Club
Dapto Leagues Club
 Fairy Meadow Bowling Club
 Figtree RSL Bowling Club
 Fraternity Bowling & Recreation Club
 Gerringong Bowling & Recreation Club
 Gerroa Boat Fishermans Club
Grange Golf Club
 Greenwell Point Bowling & Sports Club
 Husky Sports
 Illawarra District Rugby League Football Club
Illawarra Leagues Club
 Illawarra Master Builders Club
Illawarra Yacht Club
 Kemblawarra Portuguese Sports & Social Club
 Kiama Bowling & Recreation Club
 Kiama Golf Club
 Kiama Leagues Club
 Nowra Bowling & Recreation Club
Nowra Golf & Recreation Club
Oak Flats Bowling & Recreation Club
Port Kembla Golf Club
 Russell Vale Golf & Social Club
 Scarborough-Wombarra Bowling & Recreation Club
 Shellharbour Workers Club
Shoalhaven Ex-Servicemen's Club
Shoalhaven Ex Servicemen's Sports Club
 Shoalhaven Heads Bowling & Recreation Club
 Shoalhaven Heads Golf Club
St Georges Basin Country Club
 Sussex Inlet Bowling Club
 Sussex Inlet Golf Club
 Sussex Inlet RSL Club
Thirroul Bowling Leagues and Recreation Club
 Towradgi Park Bowls & Recreation Club
Vincentia Golf Club

Warilla Bowling & Recreation Club
 Warilla Sports Club
Western Suburbs Leagues Club Illawarra
 Windang Bowls Club
 Wiseman Park Wollongong City Bowling Club
Wollongong Golf Club
 Woonona Bowling & Rec Club
 Woonona Bulli RSL Memorial Club

8 Southern Metropolitan

Arncliffe Scots Sports & Social Club
 Bardwell Valley Golf Club
 Beverley Park Golf Club
 Bexley Golf Club
 Bexley RSL & Community Club
 Brighton-Le-Sands RSL Club
 Bundeena Bowling & Sports Club Co-operative
Bundeena Memorial Club
 Caringbah Bowling & Recreation Club
Caringbah RSL Memorial Club
 Club Arncliffe
Club Central Hurstville
Club Central Menai
 Club Cronulla
 Club on East
 Club Rivers
 Cronulla Golf Club
 Cronulla RSL Memorial Club
Cronulla-Sutherland Leagues Club
Earlwood Bowling & Rec Club
EBP RSL
 Engadine Bowling & Recreation Club
 Engadine RSL & Citizens Club
 Georges River 16Ft Sailing Club Co-op
 Grandviews Bowling & Recreation Club
 GyMEA Bowling & Recreation Club
Heathcote Services & Citizens Club
Helensburgh Worker's Sports and Social Club
Hurstville RSL Memorial Club
 Kingsgrove RSL Club
 Kogarah Golf Club
 Kogarah RSL Club
 Kurnell Community Sports and Recreation Club
 Miranda RSL Sub-Branch Club
 Moorefield Bowling and Sports Club
 Mortdale RSL Community Club
 Oatley RSL & Community Club
 Olds Park Sports Club
 Penhurst RSL
Ramsgate RSL Memorial Club
 Riverwood Sports and Recreation Club
 Rockdale Businessmen's Club
 Rockdale Tennis Club
 Royal Motor Yacht Club of NSW
 (Port Hacking Branch)

Sharks at Kareela
 South Cronulla Bowling & Recreation Club
 St George Leagues Club
 St George Masonic Club
 St George Motor Boat Club
 St George Rowing Club
St George Sailing Club
 Sutherland Bowling & Recreation Club
Sutherland District Trade Union Club
 Sylvania Bowling Club Co-operative
 Taren Point Bowling & Recreation Club
The Pinnacle South Hurstville RSL Club
 Woolooware Golf Club
 Woronora River RSL & Citizens Club
 Rockdale RSL S/B Club

9 Western Metropolitan

Ashfield Bowling Club
 Ashfield Catholic & Community Club
 Ashfield RSL Sub-Branch Club
 Assyrian Sports & Cultural Club
 Auburn Soccer Sports Club
Auburn Tennis & Recreation Club
 Austral Bowling Club
Bankstown City Bowling & Recreation Club
 Bankstown Golf Club
 Bankstown RSL Club
Bankstown Sports Club
Baulkham Hills Sports Club
 Belfield Bowling & Recreation Club
 Belmore Bowling & Recreation Club
Birrong Bowling & Sports Club
 Bonnyrigg Sports Club
 Brighton Lakes Recreation & Golf Club
Burwood RSL Club
Cabramatta Bowling & Recreation Club
 Cabramatta Golf Club
 Cabramatta Rugby League Club
Cabra-Vale Ex-Active Servicemen's Club
 Camden Golf Club
 Camden RSL Club
 Camden Sports Club
Campbelltown Catholic Club
 Campbelltown City Bowling Club
Campbelltown Golf Club
Campbelltown RSL Club
Campsie RSL Sub-Branch Club
 Campsie South Bowling & Recreation Club
 Canley Heights RSL & Sporting Club
Canterbury Hurlstone Park RSL Club
Canterbury League Club
 Carnarvon Golf Club
Chester Hill Bowling & Rec Club
Chester Hill RSL and Bowling Club
Co-operative
Club Belmore
Club Burwood
Club Italia Mounties Group
Club Marconi
 Coronation Club
Country Club Gledswood Hills
 Croatian Club
Croydon Park Club
DOOLEYS Lidcombe Catholic Club
DOOLEYS Regents Park Sports Club
DOOLEYS Waterview Club
 German Austrian Society of Australia
 Granville Diggers
Greenacre Bowling & Recreation Club
Co-operative
 Greyhound Social Club
Guildford Bowling Club
 Guildford Rugby League Football
 & Recreation Club
Ingleburn Bowling and Recreation Club
Ingleburn RSL Sub-Branch Club
 John Edmondson V C Memorial Club
 Kemps Creek Sporting & Bowling Club
 King Tom Club
Lakeside Golf Club — Camden
 Lansvale United Sports Club
Lantern Club
 Lemnian Assoc of NSW Maroula Club
 Lidcombe Bowling Club
Liverpool Catholic Club
 Liverpool Golf Club
Magpie Sports
Mekong Mounties Group
Menangle Country Club
Merrylands Bowling Club
 Moorebank Sports Club
Mounties Bowling Club
 Mount Lewis Bowling Club Co-op
Moxon Sports Club
Mt Pritchard & District Community Club
New South Wales Harness Racing Club
Menangle Park Paceway
 Padstow Bowling & Recreation Club
 Padstow RSL Club
 Panania East Hills RSL Club
 Polish Club
 Pratten Park Bowling Club
Revesby Workers' Club
Revesby Workers' Sports Club
 Rosnay Golf Club
 Russian Club
 Smithfield RSL
St Johns Park Bowling Club
 Strathfield Golf Club
 Strathfield Recreation Club
 The Bankstown Trotting Recreational Club

The Lakemba Club

The Picnic Point Bowling & Social Club

Triglav Mounties Group

Uruguayan Social & Sporting Club

*Wallacia Bowling and Recreation Club**Wallacia Country Club*

Warragamba Worker's & Sporting Club

Western Suburbs League Club (Campbelltown)**Wests Ashfield Leagues***Wests Sports Croydon**Wests Tennis Club**Workers Hubertus Country Club***10 Eastern Metropolitan**

Alexandria - Erskinvillie Bowling Club

Australian 18-Footers' League

Australian Club

Bondi Bowling Club Co-op

Bondi Golf & Diggers Club

Bondi Icebergs Club

Bondi Junction-Waverley RSL Sub-Branch Club

Bondi Waverley Squash Club

Bonnie Doon Golf Club

Bowlers Club of NSW

Bronte Bowling Club

City of Sydney RSL & Community Club**City Tattersalls Club**

Clovelly Bowling & Recreation Club

Club Redfern

Coast Golf & Recreation Club

Combined Services RSL Club Co-operative

Concordia Club

Coogee Beach Club

Coogee Diggers

Coogee Legion Ex-Service Club

Cruising Yacht Club of Australia

CTA Business Club

Cyprus Community of NSW

Eastern Suburbs District Rugby Union

Football Club

Eastern Suburbs Leagues Club

Eastern Suburbs Legion Club

Eastern Suburbs Tennis Club

Eastlake Golf Club

Eastlakes Sports Club

Gallipoli Memorial Club

Hakoah Club

Hillsdale Bowling & Recreation Club

Maroubra Seals Sports & Community Club

Marrickville & District Hardcourt Tennis Club

Marrickville Bowling & Recreation Club

Marrickville District Lawn Tennis Club

Marrickville Golf Club

Matraville RSL Sub-Branch Club

New South Wales Golf Club

North Bondi RSL Club

NSW Leagues Club

NSW Masonic Club

Paddington/Woollahra RSL Memorial

& Community Club Co-op

Petersham RSL Club

Randwick Bowling Club

Randwick Golf Club

Rose Bay RSL Club Co-operative

Royal Automobile Club of Australia Inc

Imperial Service Club

Royal Motor Yacht Club of NSW

Royal Prince Edward Yacht Club

South Sydney Graphic Arts Club

South Sydney Junior Rugby League Club

St Michael's Golf Club

Sydney Portugal Community Club

The Australian Golf Club

*The Catholic Club**The Juniors Malabar**The Juniors Maroubra*

The Lakes Golf Club

The Queen's Club

The Randwick Club

The Royal Sydney Golf Club

Union, University & Schools Club of Sydney*Union, University & Schools Club of Sydney*
(Philip St)*Waverley Bowling & Recreation Club*

Woollahra Golf Club

Yarra Bay 16Ft Skiff Sailing Club

11 Northern Metropolitan

Asquith Bowling and Recreation Club

Asquith Golf Club

Avalon Beach Bowling & Recreation Club

Avalon Beach RSL Club

Avondale Golf Club

Balgowlah Golf Club

Balgowlah RSL Memorial Club

Balmain Bowling Club

Barnwell Park Golf Club

Bayview Golf Club

Beecroft Bowling & Recreation Club

Belrose Bowling Club

Berowra RSL Club

Briars Sports

Cammeray Golf Club

Canada Bay Club

Chatswood Club

Chatswood Golf Club

Chatswood RSL Club

Cheltenham Recreation Club

Club Concord

Club Willoughby

Collaroy Services Beach Club

Concord Golf Club

Cromer Golf Club

Dee Why Bowling Club

Dee Why RSL Club

Denistone Sports Club

Drummoyne Sailing Club

Eastwood Club

Eastwood Rugby Club

Elanora Country Club

Five Dock RSL Community Club

Forestville RSL Club

Gladesville Bowling & Sports Club

Gladesville RSL & Community Club

Gladstone Park Bowling Club

Gordon Golf Club

Harbord Bowling & Recreation Club

Harbord Diggers — Mounties Group

Hills District Memorial Club

Hornsby RSL Club

Hunters Hill Club

Killara Bowling Club

Kirribilli Ex-Service Club

Lane Cove Country Club

Lane Cove West Bowling & Recreation Club

Leichhardt Bowling & Recreation Club

Lindfield Bowling Club

Long Reef Golf Club

Longueville Sporting Club

Magpies Waitara

Manly Bowling Club

Manly Civic Club

Manly Golf Club

Manly Sixteen Foot Skiff Sailing ClubManly Vale - Calabria Bowling Sports
& Social Club

Manly Warringah Masonic & Community Club

Manly Warringah Master Builders Club

Manly Warringah Rugby League Club

Massey Park Golf Club

Middle Harbour 16ft Skiff Club

Middle Harbour Yacht Club

Monash Country Club

Mona Vale Bowling Club

Mona Vale Golf Club

Mosman Bowling Club

Mosman Returned Servicemen's Club

Mosman Rowers

Neutral Bay Club

Newport Bowling Club

Northbridge Golf Club

North Epping Bowling & Community Club

North Ryde Golf Club

North Ryde RSL Community Club**North Sydney Leagues Club**

Palm Beach Golf Club

Palm Beach RSL Sub-Branch Club
 Palm Beach Surf Club
 Pittwater RSL Club
 PT Bowling & Community Club
 Pymble Golf Club
 Roseville Golf Club
 Roseville Returned Servicemen's Memorial Club
 Royal Motor Yacht Club Broken Bay,
 New South Wales
 Royal Sydney Yacht Squadron
 Seaforth Bowling Club
 St Ives Bowling & Recreation Club
 Sydney Flying Squadron
 Sydney Rowing Club
The Alcott
 The Epping Club
The Greens North Sydney
 The Killara Golf Club
 The Royal Prince Alfred Yacht Club
 Turramurra Bowling Club
 UTS Haberfield Club
 Wakehurst Golf Club
 Warringah Bowling Club
 Warringah Golf Club
 West Lindfield Sports & Recreation Club Co-op
 West Pymble Bicentennial Club
 Willoughby Park Bowling Bocce
 & Recreation Club
 Wollstonecraft Bowling and Recreation Club

12 North West Metropolitan

Building Workers Club
Carlingford Bowling, Sports & Recreation Club
 Castle Hill Bowling Club
 Castle Hill Country Club
Castle Hill RSL Club
 Centro Sociale Italiano Club
 City of Blacktown RSL Club
City Of Parramatta RSL Club
 Club Paceway
 Cumberland Country Golf Club
 Dundas Sports & Recreation Club
 Dunheved Golf Club
 Dural Country Club
 Emu Plains Sporting & Recreation Club
Fox Hills Golf Club
Glenbrook Panthers
 Glenorie RSL Club
 Henry Lawson Club
Kingswood Sports Club
Lynwood Country Club
 Muirfield Golf Club
 NBC Sports Club
 Nepean Rowing Club
 Oatlands Golf Club

Panthers North Richmond
Parramatta Leagues Club
Pennant Hills Bowling Club
 Pennant Hills Golf Club
 Penrith Bowling & Recreation Club
 Penrith Gaels Cultural & Sporting Association
Penrith Golf & Recreation Club
 Penrith RSL Club
Penrith Rugby League Club
 Pitt Town & District Sports Club
Richmond Club
Richmond Golf Club
 Riverstone Schofields Memorial Club
Ryde Eastwood Leagues Club
 Ryde — Parramatta Golf Club
 Ryde X Services Club
Seven Hills Toongabbie RSL Club
St Marys District Band Club
St Marys RSL & Ex Servicemans Club
 St Marys Rugby League Club
 Stonecutters Ridge Golf Club
 The Hills District Bowling Club
 Toongabbie Sports Club
Viking Sports Club
 Wentworthville Leagues Club
 West Pennant Hills Sports Club
Windsor Country Club
 Windsor Leagues Club
Windsor RSL Club
 Wisemans Ferry Bowling Club
Workers Blacktown
Workers Sports

13 Central Coast

Avoca Beach Bowling & Recreation Club
Bateau Bay Bowling Club
Breakers Country Club Mounties Group
Canton Beach Sports Club
 Central Coast Leagues Club
 Davistown RSL Club
 Diggers The Entrance
Doyalson Wyee RSL Club
 Erina Rugby League Football Club
 Ettalong Diggers
 Ettalong Memorial Bowling Club
 Everglades Country Club
 Gosford Golf Club
 Gosford RSL Club
 Gosford Sailing Club
 Gwandalan Bowling Club
Halekulani Bowling Club
 Hardys Bay Club
 Mangrove Mountain Memorial Club
Mingara Recreation Club
Mooney Mooney Club

Munmorah United Bowling Club
 Norah Head Bowling & Sports Club
 Ourimbah-Lisarow RSL Club
 Shelly Beach Golf Club
 Terrigal Bowling Club
 The Entrance Leagues Club
The Greens The Entrance
 Toukley Golf Club
 Toukley RSL Sub-Branch Club
Wallarah Bay Recreation Club
Wyong Bowling Club
 Wyong Golf Club
 Wyong Race Club
Wyong RSL Club
Wyong Rugby League Club

AFFILIATED ASSOCIATIONS



Edward Camilleri, Senior Vice-President

The aim of the Federation of Community, Sporting and Workers Clubs is to provide entertainment and facilities for its members, with one of the principal objects in the Federation's constitution to "establish holiday centres and similar facilities whether alone or in conjunction with other organisations". The Federation provides award winning family holiday accommodation for its members at a price they can afford, with 118 self contained apartments across three NSW holiday resorts.



Margot Smith, Chief Executive Officer

The Association represents the interests of registered RSL, Ex-Services, Memorial, Diggers or like clubs in NSW, and its major roles are to provide educational development of club directors and staff; to promote the work of all such clubs in supporting ex-service personnel and their families; and ensure Defence personnel's sacrifice and service is honoured and remembered. The Association fosters the spirit and heritage of ANZAC traditions.



Greg Helm and Anne Johns, Chief Executive Officers

With an aim to actively promote the game of lawn bowls and represent the needs of member clubs across the state, Bowls NSW provides the opportunity for members to represent their state at competition, both nationally and internationally, fosters awareness and interest for the game through organised programs, and creates the opportunity for participation throughout the community.



Stuart Fraser, Chief Executive Officer

Golf NSW strives to efficiently promote, market and advance the game of golf in NSW and the ACT in collaboration with Golf Australia, state golf associations and other industry bodies, ensuring a viable and sustainable future for the game. The strategic objectives of Golf NSW are delivered in accordance with the objectives of its constitution and the Golf NSW Strategic Plan. The Strategic Plan was formulated following an extensive consultation and workshop process with the key industry stakeholders and the Advisory Committee, Board and Management of Golf NSW.



Don Hammond, Chief Executive Officer

Formed for the express purpose of ensuring that the interests of licensed leagues clubs are better represented in both government and industry forums, Leagues Clubs Australia continues today under the mission statement of representing, informing, supporting, and assisting the needs of its member clubs around Australia, ensuring their ongoing commitment to rugby league and the community.

CLUBSNSW COMMUNITY PARTNERS

As part of the industry-wide commitment to the community, ClubsNSW supports a number of key charitable, sporting and community based organisations, enhancing the role and value of clubs within local communities across NSW.

These community partnerships provide support in a number of specific areas which include pre-elite and grassroots sports development, youth and indigenous services, volunteerism, drug and health education, youth development in music and entertainment, disability services, health services, beach safety, veterans' support programs, youth mentoring and the support of regional communities.

Community Partners



BEYOND THE BADGE



thecentrefor
volunteering

Clubs**THRIVE**
acknowledging the digital shot



DISASTER
RELIEF
AUSTRALIA



learning links



LITTLE
WINGS



NRL



REGIONAL
ACADEMIES
OF SPORT



SURF LIFE SAVING
NEW SOUTH WALES



THE
SEBASTIAN
FOUNDATION



talent
development
project.



WHEELCHAIR
SPORTS
NSW/ACT



Father Chris Riley's
youth
off the streets®

Community Support

Broken Hill St Patrick's Race Day

Children's Medical Research Institute

City Tattersalls Club Race Day

Miracle Babies Foundation

Rotary NSW Emergency Services Community Awards

Rotary NSW Inspirational Women's Awards

CLUBSNSW CORPORATE PARTNERS

Providing a range of industry partnerships for approved organisations to directly engage with clubs, the ClubsNSW Corporate Partnership Program creates influential and long-term links between key suppliers and our industry across NSW.

DIAMOND



PLATINUM



GOLD



SILVER



BRONZE



CLUBSNSW INDUSTRY SUPPORTERS

At the end of the 2021/2022 financial year, there were 59 Industry Supporters. The products and expertise provided by the myriad of Industry Supporters ensure that member clubs have a ready-made list of contacts to approach regardless of their needs.

ABT Security Systems	Commercial Safety Assurance Pty Ltd	Learning Links
Adam Jones	Concorde Enterprises Pty Ltd ATF The	Lighthouse Safety
Allied Risk Solutions	Dakhoul Family Trust	Make it Cheaper
Altis Architecture Pty Ltd	Conroy Audit & Advisory	Meridian Construction Services Pty Ltd
Augusta Advisors	Cutcher & Neale Accounting	Mitchell Brandtman (NSW) Pty Ltd
Auscomply Pty Ltd	and Financial Services	Paltronics Australasia Pty Ltd
Axis IQ	Denton Projects	Pariter
Banktech	DFK Crosbie	Plastic Card Printing Pty Ltd
BCIB Insurance Brokers	ECash Pty Ltd T/as ECash	Quad Services Pty Ltd
Bergstrom Architects Pty Ltd T/as	Ecolab Pty Ltd	Rohrig Group
Bergstrom Architects	EJE Architecture	SDJ Audit Pty Ltd
Big Screen Video	Elite Legal Pty Ltd	Strategic 360 Finance Pty Ltd
Bishop Collins	Energy Brokers	Sunblest Cleaning Services
Boden Projects	Exactpro	The Pack Factory
Booth Partners	Extrapreneur Services	Vero Voting
Bunnings Group Limited	FLEXEM Constructions	Warren Saunders Insurance
Buzz Consultants	Fugen Constructions Pty Ltd	Brokers (Aust) Pty Ltd
Campbell Advisory Pty Limited	Guardian Venue Management	Zoo Business Media
Cartwright Insurance Brokers Pty Ltd	International	
Chain & Associates	Integrity Health & Safety	
Circle Solutions Group Pty Ltd	I-Print & Signs Co Pty Ltd	
ClubCo Pty Ltd	James Clifford Construction	
Colin Biggers & Paisley Lawyers	Jem Computers	



VH-NSK

Your local club



LT
WI



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